DOCUMENT RESUME

ED 092 741 CE 001 471

AUTHOR Fowler, Robert A.; Hummel, Theodore W.
TITLE Careerism: How to Select a Successful Career.
PUB DATE 71
NOTE 161p.
AVAILABLE FROM WWWW/Information Services, Inc., 1595 Elmwood Avenue, Rochester, N. Y. 14620 ($1.25; quantities, $0.75)

EDRS PRICE MF-$0.75 HC-$7.80 PLUS POSTAGE
DESCRIPTORS *Career Choice; Career Ladders; *Career Opportunities; *Career Planning; Employee Attitudes; Employer Attitudes; Employment Interviews; Interpersonal Relationship; Manpower Needs; Occupational Aspiration; Occupational Choice; Occupational Guidance; *Occupational Information; Personnel Selection; Promotion (Occupational); *Vocational Development

ABSTRACT

The major reason men and women become dissatisfied is they did not know the right questions to ask when they initially started looking for a career, and consequently received misguided and/or incorrect answers. "Careerism," a new approach to the subject of career opportunities, "put it all together" and "tells it like it is," providing instant experience by posing questions every career seeker must ask and must get a straight answer: What occupations and industries suffered in 1970? Which ones look good for the 70's and '80's? Which ones will phase out? Provide the greatest opportunity for rapid advancement? Pay well? What should you look for in a company, an industry, a boss? Why have some individuals enjoyed success, while others equally qualified, have not? Who can help you in your career, and who can kill it? "Careerism" is based primarily on the true experiences of real live people. Everybody remembers somebody that does well in life; "Careerism" is dedicated to helping you "put it all together" and "to do your best thing." (Author)

U.S. DEPARTMENT OF HEALTH
EDUCATION & WELFARE
NATIONAL INSTITUTE OF
EDUCATION

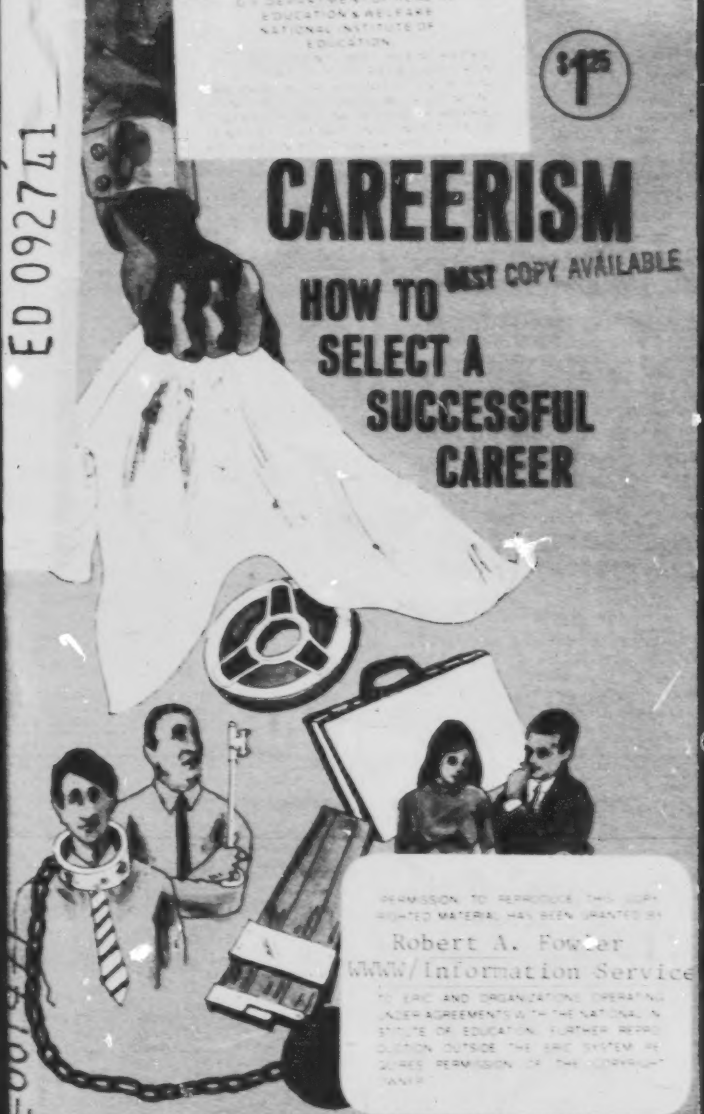
ED 092741

$1.95

CAREERISM

HOW TO SELECT A SUCCESSFUL CAREER

BEST COPY AVAILABLE



PERMISSION TO REPRODUCE THIS COPY-
RIGHTED MATERIAL HAS BEEN GRANTED BY
Robert A. Fowler
WWWW/Information Service
TO ERIC AND ORGANIZATIONS OPERATING
UNDER AGREEMENTS WITH THE NATIONAL IN-
STITUTE OF EDUCATION. FURTHER REPRO-
DUCTION OUTSIDE THE ERIC SYSTEM RE-
QUIRES PERMISSION OF THE COPYRIGHT
OWNER

wwwww/Information Services, Inc.

ED 092741

CAREERISM

How to Select a Successful Career

WWWWW Information Services, Inc.
Rochester, New York 14609
Robert A. Fowler, President and Publisher
Theodore W. Hummel, Vice-President

Copyright © 1971 by WWWWW/Information Services, Inc.

Typeset by Harcourt Brace Jovanovich, Inc.
Dansville Press Div., Dansville, N.Y. 14437
Printed by Arcata Graphics
Depew, N.Y. 14043

All Rights Reserved

Contents

Part One: What is WWWWW? 5

1. Why "Careerism"? 6
2. Building Our Case 8

Part Two: Choosing the Right Occupation 12

3. Personnel Department 12
4. Scene One—Looking for a Job 21
5. Marketing-Advertising Department 24
6. Marketing-Public Relations Department 29
7. Marketing-Sales Department 32
8. Marketing-Market Research Department 39
9. Scene Two—Interviewing for a Job 42
10. Finance Department 45
11. Scene Three—Checking Out a Prospective Employer 54
12. Materials Control Administration Department 57
13. Scene Four—Starting Out on a Job 62
14. Systems and Procedures Department 67
15. Kareer Killer—Responsibility with No Authority 70
16. Engineering Support Department 73
17. Research and Development Department 79
18. Kareer Killer—The Procrastinator 80
19. Planning Department 81
20. Real Estate Department 82
21. Failure to Adjust to an Imperfect World 83
22. Technical Assistance 84
23. Where Do You Go from Here? 85

Part Three: Choosing the Right Industry 87
24. Types of Industry 87
25. Industries—Summation 112
26. Where Do You Go from Here? 114
Part Four: Severe Kareer Killers 116
Part Five: Choosing the Right Company 120
Part Six: Choosing the Right Boss 127
27. Kareer Killer—Evaluations 130
28. The New Boss Moves In 131
29. Kareer Killer—Bad References 133
30. Kareer Killer—Trying to Beat the Boss 135
31. The Indispensable Boss 140
32. The Scared Boss 142
Part Seven: Career Insurers 145
33. Becoming an Expert 145
34. Specialist vs. the Generalist 149
Part Eight: Miscellaneous 151
35. Why Select a Business Career in the First Place? 151
36. Ways to Move Ahead 151

Part One:

What Is WWWWW?

Some comedians have told us that somebody must have forgotten to turn off the typewriter when we first came up with the name WWWWW. There have even been some bummers who have had the audacity to suggest the letters stand for "Who in the Whole Wide World Wants it?" That's rather unkind. Actually, we are rather proud of our fine name and feel it is perfect for several reasons. If we are able to provide any part of the who, what, why, when and where of a subject, it's got to have some value, and, besides the name is so bad, people are bound to remember it, and isn't this what a corporate name is all about?

The first paperback we published was called "Buyerism"—"How to Buy a Franchise or a Small Business." Since it was the first outspoken, completely buyer-oriented book that had ever been written on the subject, it was enthusiastically purchased by would-be buyers. "Buyerism" saved a great many individuals from losing their life's savings. However, it did not exactly make us popular with some unscrupulous sellers.

Actually, this is the tremendous advantage of being small and being a newcomer in the publishing field. We can be outspoken. We can "tell it like it really is," and we don't have to worry about offending big advertisers, as we don't publish magazines, etc. We know our readers want it straight, and that's exactly the way we give it to you in "Careerism."

The Publisher and President of WWWWW is Bob Fowler. He received a B.S. from Franklin and Marshall College and an M.B.A. from Cornell. He served with

the 101st Airborne (when it was grounded) and then went into industry. He was with a number of companies —General Motors, Barnett, Sybron, Manufacturer's Hanover Trust, Central Trust, General Color Printing, and Voplex Corp., and he had a variety of positions— accounting, auditing, bull-shooting, banking, advertising, sales management, market research, production scheduling and computer coordination (we explain this title later on in the book).

Bob has traveled extensively and has had the opportunity of visiting most of the cities in America and most of the Caribbean Islands. This has exposed him to a wide cross-section of people. He has had the opportunity to talk with big business execs, little execs, would-be execs, the Beatles' Management, the successful, the "bummers," Lords, Ladies, big swindlers and penny ante ones. From each, he has tried to determine what has proven to be successful in selecting and following a career and what has proven to be otherwise. He decided he could not keep all this invaluable information to himself, so, with the marketing assistance of Ted Hummel, it was brought all together in one giant-sized paperback called "Careerism," and that's a fact.

Ted is Vice-President. He graduated from the poor man's Princeton, Lafayette, snared an M.B.A. from the Harvard Business School and then entered the Navy where he spent much of his time on the high C's and was discharged as a Lieutenant. He survived selling for the B. F. Goodrich Chemical Company and for the Wheeling Stamping Company in the jungles of New York City. He then came upstate and served as Sales Manager for Capital Plastics and then was promoted to Division Manager of Industrial Molding Compounds after its acquisition by Duplan Corporation.

1. Why "Careerism"?—We decided to write a book about Career Opportunities, because we have

found so many individuals going through life never knowing what they really want to do and hating every minute of their working life. Consequently, they become bored, and this boredom leads to failure, and failure leads to a bummer. The major reason why these men and women become dissatisfied is they did not know the right questions to ask when they initially started looking for a career, and, consequently, they received misguided and/or incorrect answers.

We felt a totally new approach to the subject of career opportunities was needed. The only way we can describe this new approach is to use those two overworked, yet very descriptive expressions: "it puts it all together," and "it tells it like it is," and that's a fact.

"Careerism" provides you with instant experience by posing questions we feel every career seeker must ask and must get a straight answer. The following are a few examples: What occupations and industries suffered in 1970? Which ones look good for the 70's and 80's? Which ones will phase out? Which ones create the most tensions? Which ones provide the greatest opportunity for rapid advancement? Which ones pay well? What you can expect on a job interview? What should you look for in a company, an industry, a boss? Why have some individuals enjoyed success, while others equally qualified have not? What has contributed to success and/or failure? Who can help you in your career, and who can kill it?

"Careerism" is based primarily on the true experiences of real live people, and we think you will agree after reading this book that truth is stranger than fiction. Only the names and circumstances have been changed to protect the innocent and guilty alike.

We know you will find "Careerism" enjoyable and rewarding. Hopefully, you will consider the 1½ hours it takes to read it the best investment you will ever

make. We guarantee you won't find it dull.

2. Building Our Case—The employment opportunities before you are fabulous. Our economy will more than double in the next 15 years. It took us nearly 200 years to reach a *one billion* dollar per year economy, yet we expect to reach *two billion* by 1985.

However, your choice of a career must be very selective. You know for a fact that landing a good job today is no snap. The unemployment rate is 6% or so and, in spite of what our illustrious politicians say about it being unacceptable, it will steadily climb in the years ahead. It may even reach as high as 18% by 1985.

The question is how can unemployment triple while the economy is doubling? Basically, we feel the 1950's and 1960's distorted the job picture. These were ideal years for the job seeker. There were relatively few Americans born in the 1930's because of the Depression, and these men and women came on the job market in the fifties at a time business was booming. The net result was more jobs than people to fill them.

We also feel there were a number of artificial jobs created in the 50's and 60's. Most businessmen had a management consultant on their staff to advise them how to become more efficient, and this created paperwork. And the paperwork required people to handle it, and with the people came the need for people to motivate and supervise people, and then came the need for - - - - - - - -. It was a beautiful cycle that had the sweet smell of success for many middle-management executives.

Actually, the computer helped to create jobs. Initially, it was used for accounting, then moved into purchasing, production and finally into the sanctity of marketing. As it moved into these new functions, it needed huge batches of data to be fed into it. As an example, Bob Fowler helped the Taylor Instrument Division of

Sybron Corporation convert its manual inventory system to a computer. However, once this task was completed, the job no longer existed.

These days of the fifties and sixties were enjoyable. These were the days of the three-hour martini lunch, the first class plane reservation and deluxe hotel accommodations and more jobs than people; and then, all of a sudden, three events took place that will affect you.

The computer suddenly became very sophisticated, and today it makes relatively few mistakes, probably far less than its human counterpart. We have all heard that expression—"let machines work so that people can think." We think this has become a reality a great deal sooner than even I.B.M. considered possible. Many white collar workers are no longer working, it is true, and are spending all their time thinking, *because they are unemployed*. The computer chews up jobs, people and data.

Another significant factor was the recession, downturn, temporary adjustment, or whatever you would like to call 1970. Corporation sales and profits came under a severe strain, and stock prices came tumbling down. This put many an executive into the frying pan, and at first they tended to blame all their troubles on the tight money situation and Washington. However, profits continued to fall, and a number of executives made the startling discovery that their companies had too much overhead, so the word was passed down, "cut down those expenses." In a twinkling of an eye, assistants, executive committees, private secretaries, first-class plane reservations, the corporate jet to transport Mother and the kids to Antiqua were swept out, and cost-cutting became the order of the day. When a man retires now and gets his Spiro ticker, his company no longer rushes to Harvard to replace him with the latest Boy Wonder. Instead, they let the fortunate few who

remain behind do his work and their own as well. Unfortunately, cost-cutting has not only been taking place in business, but it has reached into government and the clinging vines institutions as well.

A third factor is the recent emphasis on youth-oriented culture. You will work 10 fewer years than previous generations. The graduates of the 1940's could expect to work to age 65, the 1950's to age 60, the 1960's to age 55, and you will probably retire voluntarily or involuntarily before you are 50. This means, if we accept the idea that a graduate of the 1950's had to be well on his way to success by the time he was 36, you will have to be well situated by the time you are 26 and well entrenched by age 30. This is why it is extremely important for you to select a career as early in life as you possibly can.

Basically, the United States is returning to a tribal culture much like that of the early American Indian. 10% of the population will be working and supporting the remaining 90%. The support will be quite different from that which was provided in Indian days, as it will be in the form of stock and bond dividends and social security benefits. However, the working 10% will receive far greater income than those who are unemployed, and this is the group you undoubtedly want to be in.

In our talks with the graduates of the 1940's and 1950's one fact kept coming up time after time—anyone with average intelligence can be successful. The comment that was frequently made was, "I am amazed at 'Joe Nobody Remembers.' He has become extremely successful, and who would have thought it when he was in school. Why, hardly anybody even remembers him!"

What have the "Joe Nobody Remembers" and other successful people of the world done that others who have been less successful have not? They have been

able to put it all together at the right time and have selected the right occupation, the right industry, the right job, the right boss and avoided the Kareer Killers. They have done the thing they do best by taking a close look at themselves and determining what their strengths and weaknesses are. They then try to minimize their weaknesses and spend the majority of their time and effort developing their strengths.

And you know a funny thing happens to the "Joes" of the world after they have been out of school for 10-12 years, as all of a sudden, everybody remembers them. We don't know how many roommates Jack Kennedy had when he was in school, but he must have lived in a dormitory. Everybody remembers somebody that does well in life. Your ex-classmates remember you, the school remembers you (especially at fund-raising time) and your professors take all the credit. It could be a nice feeling.

"Careerism" is dedicated to helping you "put it all together" and "to do your best thing." The first "it" we will discuss is Occupations. We will insert Kareer Killers and other trivia throughout the book.

One tacky and unnerving problem that we faced in writing this book was the militant fem-lib movement. We decided to skirt the entire issue by stating at the outset that any job described in this book can be performed by both the male and/or the female specie. The only possible exception we dare to suggest would be custodial engineering, and, if any of our female readers feel they should not be discriminated against even here, it's A.O.K. with us. However, one of the key features we provide is to point out those career opportunities that we feel could be especially attractive for a gal.

And so—let's get on with it!

Part Two:

Choosing the Right Occupation

3. Personnel Department—Our opening statement is going to cause quite a stir, but, in our opinion, the Personnel Department has less built-in tension than any other department in business or public administration. For this reason for those who prefer a tranquil life, Personnel can be a great place to while away the years.

The reason there is little tension is really quite simple—the Personnel Department is not a "profit center." It is not directly responsible for the profit or loss of a division or a company. Basically, it is a staff or auxiliary function. As an example, a company's safety record does have a bearing on the overall profitability of a company, but it is extremely difficult for "Hard Nose," the cost cutting controller, to squint over his bifocals and tell "Gene the Genial Personnel Man," "We attribute our two million dollar first quarter loss to those rash of accidents that occurred in Department Hangover and you are out on your keister, good buddy, (you're fired!)." No, it would be extremely difficult for "Hard Nose" to make a charge like this stick. The pressures in Personnel are minimal. The biggies aren't breathing down your neck to produce a zillion widgets this month or to sell 100% above your quota. The Personnel Department has few deadlines to meet and few quotas to fill. Oh, sure, Personnel does have a few trying moments when the organization is bargaining with its union on a new contract. You probably are staring eyeball-to-eyeball with the "Bull Horn," the union's negotiator, and you probably have to throw a few obscenities back

and forth and the blood pressure does start to creep up, but it's all a charade, anyhow. Actually, labor negotiations are now becoming quite civilized and, instead, of the "Bull Horn" acting as chief negotiator, you now have the "Slippery Sams," the Union lawyers, who are quite gentlemanly about the whole procedure but cause a hell of a lot more problems. Speaking of unions, they do offer great opportunities for the Personnel types, and you should look into what they have to offer.

Another reason why the Personnel Department has little tension is the people working in it have to make relatively few decisions. Decisions are the most difficult thing in the world to make, and decisions are one of the principle causes of ulcers. Many business executives will go to great lengths to avoid making a decision. They surround themselves with committees, and, instead of one individual making a decision, they now refer it to a committee for a group decision.

One of the few times a Personnel Executive has to make a decision is when they interview a man for a job. And they really don't make the decision themselves, as in many cases they are merely screeners. They look over a number of candidates, try to select a few of the more promising ones, and then turn them over to be interviewed by the man for whom they will be working. This man or woman basically makes the decision. And, as a matter of fact, even during the screening process, the Personnel interviewer has a great deal of help. Today, many like to rely heavily on tests. They test a candidate in every conceivable way. They test his emotional stability, his social adaptability, his ability to get along with others, and on and on. If the candidate has a wife, they like to test her too. The upshot of it is some companies have their testing so structured that they get robot-like people working for them, and, if a Personnel Officer has these tests to help him interview, it does take

away a lot of the decisions that he would normally have to make about an individual. In our opinion, these tests can often do more harm than good. It takes all kinds of people to make an effective, productive organization. We often wonder what would happen if a Henry Ford, George Eastman or Thomas Edison were to apply for a job at the companies they founded. Would they be able to get past the tests and the screener?

The security in the Personnel Field is relatively good, as you don't see too many Personnel Types being thrown out on their collective ears. However, since it is a staff function and not absolutely necessary in getting a company's product out the door and then selling it, a cost conscious management in a recession can look at the Personnel Department as being expendable.

The pay in the Personnel field is good but it is by no means outstanding. There are much better salary areas around.

Personnel men and women learn to be good "movers" and frequently move from one company to another. They never overstay their welcome, so, if it is your intention to start with a company and stay there the rest of your life, then Personnel might not be your cup of tea. However, it is important to keep in mind that individuals in Personnel *can move* from one company to another. They find it is not too difficult to latch on to a job with another company. They are specialists, yet their specialty can be used in any number of companies. This is a tremendous advantage in working in Personnel. We will call this advantage "Excellent Horizontal Mobility."

The Personnel Department, by its very nature, must be able to work with others. As a Personnel Officer, you cannot go to "Savage Sam," the Production Superintendent, and demand his Department adopt a new safety rule you have just dreamed up. Nor are you able to

go to "Cross Eyes," the Office Manager, and demand he hire a certain individual who is 36"-22"-36", just because you are interested in her. No, you must use your powers of persuasion and get the other departments within the company to agree to your ideas. We must admit this can result in some tension.

The basic functions of the Personnel Department are to determine what types of individuals are required by an organization, find these people, screen them, interview them, hire them, train them and then motivate them to do a good job by combining further training and offering a mix of benefits.

The majority of the larger corporations have Personnel as a separate function. In many smaller companies the personnel function is handled by an individual who may have several job responsibilities—possibly, it is combined with accounting or manufacturing.

It is difficult to determine exactly how important the Personnel Department really is. It basically depends on the condition that exists in a particular company. At one time, few outsiders had ever heard of Eastman Kodak's Personnel Department. Kodak has always had excellent labor-manager relationships, and Kodak spends millions of dollars to maintain this relationship. Kodak has never had a Union darken its door. About two years ago disaster struck, as a black militant group swung out with a ferocity on Kodak's hiring policies. Kodak was in a terrible flap, as they had never had to contend with this sort of thing since they did not face the daily battles with a union. The entire situation was mishandled, and, as a result, a new emphasis was made to get the Personnel Department to more effectively handle community affairs. A man who was relatively unknown outside Kodak was promoted to head up this department. He was made a Vice-President and elected to the Board of Directors. This was accomplished all

in a relatively short period of time. This, by itself, was almost unheard of at Kodak, because most promotions come very slowly. Therefore, the first Personnel function we will discuss is:

Community Relations—This function primarily involves working with minority groups at the present time. Many companies, other than Kodak, recognize the need for such a function within the Personnel Department. We predict this area will grow tremendously in the future. Companies will need better and more effective training programs to bring individuals in the minority groups into their companies. New standards for hiring will have to be found. The whole concept is new, exciting, rewarding and should be seriously considered by any young man or young woman. It is a real opportunity "to do your own thing."

Recruiting Function—Most new Personnel employees start in recruiting. This is the basic sinew of the Department, as the success of any corporation depends upon its ability to get sound, qualified employees. It can be an exciting area, as you are able to visit many of our finest colleges. Actually, it can go from exciting to dangerous, as the "Brave Recruiters" of Dow Chemical found out several years ago. They probably receive combat pay.

The recruiting function is a challenge. Just imagine yourself looking down your barrel-sight at that poor, nervous job candidate who is sitting across the desk from you. You must decide if he will fit in, if he will be able to get along with the likes of "Percy Procrastinator," who will be his immediate superior, or would he be better off dealing with "Savage Sam" in Production. And, as you know, no two people are ever the same.

Training Function—Without a shadow of a doubt, we have the most highly trained business men and women

in the world. Millions of dollars are spent on training programs, and many of these programs fall under the jurisdiction of the Personnel Department. Salesmen are trained how to sell. Bosses are trained how to be loved. Business people are offered courses on video tape, audio tape, tape-tape and by public speeches. They are motivated, regurgitated and burped. It is a very big field, and it will continue to grow.

Employee-Labor Relations—Many companies not only have militant groups at their gates, but they also have militant groups on the inside as well. At least some managements consider labor unions to be militant. Personnel actively deals with the Unions. They are involved in such activities as arbitrations and contract negotiations. This activity requires a special kind of man or woman. He must have the patience of Job, as well as an inscrutable face. He must be able to hide his true feelings. He probably is a pretty good poker player. He should know when to bluff, and when to throw in the towel. He or she might have a little bit of the "ham" in him. A good character actor would be a real plus. He should know when to roar dire threats, and when to speak with a soft voice.

As a matter of fact, we suggest that women would be the best negotiators in the world. Any husband will be most happy to testify to this.

Safety-Security—We are on a safety-security binge. All kinds of new departments are being formed in the Land of Oz, on the Potomac. Many of these departments are predominantly concerned with safety. We now have the Department of Transportation, the HEW, possibly the Consumers' Department and right down the line.

Everybody is concerned with safety. Insurance companies are naturally interested as accidents cut into their profits. We know of several companies who have prac-

tically been forced to the wall by the safety aspect. As an example, in the old days a worker would slice off a finger in the morning, spit tobacco juice on it, gulp down a half-pint of "Redeye," and be ready to go back at it in the afternoon. This is no longer the case. The company may have to send him to the Bahamas to recuperate.

Safety, as a profession, is growing in size and stature. This is noticeable when you attend the National Safety Congress Show in Chicago. Each year it seems to be twice as large as the year before. The National Safety Council has a new building that is breathtaking.

The reason why the Safety Field offers such tremendous opportunities is the demand for professionally trained safety experts exceeds the supply. In the old days, a safety man in a company had probably been a "pavement pounder" who had retired. (We refuse to use the other name.) He probably had little in the way of a formal education. This is not always the case today. More and more safety men and women are highly educated.

What kind of individual makes a good safety executive? It is helpful to be a good "communicator" or, to put it more succinctly, a good "bullshooter." You must sell the idea of safety to others, and, believe us, it can be a very tough sell. You must obtain their cooperation. It definitely helps to be a little bit of a promoter, as you must promote safety ideas. And speaking of promotion, we will never forget an excellent promotion we saw at a Safety Show. A tall, statuesque blonde with only a towel between her and total indecency was pretending to go flying through the air after taking a shower, and a sign beside her read, "Buddy, do you have $10,000 lying around—because this is what this poor little gal is going to collect? And, if you are short of cash, you had better install in your company our 'no-skid' floor finish."

We ordered three. Finishes? No, the other!

It is helpful, if you are planning on entering the safety field, to be mechanically inclined as you should be able to spot potential hazards and decide what can be done to eliminate them.

It helps to have a little backbone, as you may very well have to stand up to "Savage Sam," the plant Production Manager, and tell him his safety procedures are about as safe as letting that gal with the towel walk across the main floor in his plant.

It is helpful to raise a little hell once in a while just to let the other inmates know you are still around. This holds true for most all jobs, as a matter of fact.

You should be aware of the feelings of others. You should be a person with a social consciousness, as that is what safety is all about. If you are a phoney, forget this field and do something else. Maybe write books or something.

What kind of educational background is important? Communications are a must. You must train others to adopt good safety habits, and this involves oral and written communications. It is also helpful to have some engineering courses. The safety field is providing more and more safety engineering courses.

Security Field—You have all heard the story of the little worker, who every night pushed a wheelbarrow with packages in it out to the gate at his company. The guards would dutifully examine the packages, find that nothing was being stolen, and pass the man through the gate. After this went on for several months, the company hired a Pinkerton or Pinkham, or something or the other, to find out what this worker was stealing. You will never guess what!

Stealing is a big business in the United States, Canada, Europe, and in all the ships at sea. Measures to prevent stealing are becoming big business, also. Se-

curity is coming in many different forms. You now have plant guards, TV surveillance, burglar alarms, lie detectors.

Another area that is rapidly developing is industrial counterespionage. The theft of company secrets is becoming a huge problem. A loyal, true-blue engineer has been working for the company for lo these many years. All of a sudden, it dawns on him that his chances of promotion are slim and his chances for monetary rewards are getting even slimmer. So, he decides to hell with the company, and he decides to sell to an unscrupulous competitor a few secrets about the new eye wash they are working on that will eliminate crying during Smog Days in L.A. The company is in a swivet and who comes to the rescue—Burns and the Pinkertons ride in to save the day. Secret agents are scattered throughout the plant to trap the culprit.

Security men also spend a great deal of their time checking out job applicants. These men and women will check with your neighbors, your mistress, your girl friend, your ex-wife, your dog to find out just what kind of a "ruddy bloke" you are. So be kind to your dog. We know of one far-thinking executive who spent $150 checking out a secretary who would be making $80 per week. She lasted two weeks and said goodbye to the exec, so that $150 was well spent, eh what!

Personnel Administration—Someone has to tend the home fires, while the rest of the department is out running around chasing job candidates, gals, safety, etc., and it is left up to the group known as the Administrators.

The following are a few of the titles and jobs that are open:

Wage and Salary Analysts—He or she plans, develops, and implements policies, programs and wage and salary structures. This rather sounds like a textbook

sermon, but, frankly, we couldn't think of any brilliant clichés.

You also have administrators, who handle employee benefits and services. The last is Salary Administration —these individuals get into job analysis, job evaluation, etc. It is good to keep on their better side.

In summation, what background should an individual who is taking a close look at Personnel have? A college degree in Personnel or Industrial Relations helps. The ability to speak well and write well is an asset. Therefore, if you plan to stay in the States, you might consider an English minor (that is a subject, not an individual). It is highly desirable to have an M.B.A. You should be a *self-starter* and *creative*. These two words are dear to the heart of any campus interviewer. Always include them in your conversations when you are looking for a job.

4. Scene One—Looking for a Job—You are aptly named "John the Eager" and you decide the Flighty Widget Company can use your invaluable talents. Being a forward thinker, you decide to prepare for the Widget Company's campus recruiter, "The Hunter." You read their annual reports, study the Thomas Register, and read up on psychological questions. You are able to ask those point-making questions—"It is not what mighty Flighty Widget can do for me, it's what can I do for you?"

The "Hunter" is impressed, and he asks you to visit the Corporate Headquarters and you eagerly prepare to go. You read up some more on psychological mumbo-jumbo. You want to work in finance, and, since everybody likes to place animal handles on everything, you will be a cross between a *tiger* who is ready to pounce on any of the expense account boys who get out of line and a rabbit with green eye shades who will follow all the rules and regulations of Flighty Widget.

Your ticket arrives and, shortly thereafter, you are airborne. During the flight, you talk with the attractive stewardess, and, of the three offers she makes, you take the last one so that, when you get up to face the morning, you are more bushy-tailed than bright-eyed. The phone rings in your hotel room and who should be on the other end? No, it isn't the "Hunter," but it is "Sweet Sue" who has come to pick you up for breakfast and then take you over to the corporate digs. You rush through the basics and vault down the elevator shaft to meet Sue, and she is a stunner! After you are seated, Sue asks you if you would join her in a Bloody Mary and you say, "Nay, nay, I never drink before 10:00 A.M., oops, I mean 5:00 P.M." You are quite proud of your self-control. Sue asks you some mighty personal questions, but, since she is such a sweet and innocent looking gal, you bare your soul. Only later do you discover that Sue is a trained psychologist who has cut many a man to ribbons.

Sue then announces it is time to make the scene at the Corporate digs, and she whisks you there in her new Jag. She escorts you into the reception room and you are left to your own devices. You decide the receptionist is a pretty good looking device, and you try to impress her with tall tales about chasing possums through the co'an fields, when all of a sudden the "Hunter" makes an appearance and escorts you into the Personnel Offices. You have a moment to catch your breath and the "Hunter" says, "John, we might as well get started," and whisks you into the Bored Room, which is really very sumptuous. Five souls are seated around a round table. Now, a person may ask why a round table? Well, it so happened that these five executives got into a horrible fistfight two days ago, because one of them happened to grab the chair at the end of the table where the Chairman of the Bored normally

sits. This did not set too well with the other four. So, a management committee meeting was held, and it was decided to install a round table. The official story that was put out in the company paper was a round table led to a greater exchange of ideas, or, as they say, more interface, but we know the real reason, don't we?

The "Hunter" introduces you to the five and you are waved to a seat. All of a sudden, the guy that gave you the limp handshake rushes to the blackboard and asks you to solve a theoretical tax problem in 5½ seconds. You soon found out you are in for a pretty rough time with questions zipping over your head from all five. You have read that the answer is not the key, but how you approach the question, and you give them the old one-two about "what is the real problem? What are some possible solutions? What are the alternatives?" You feel you are coming on pretty strong, but they drag you into a 4' x 5' room and throw 10 psychological, philosophical and numerous Wunderlie tests at you. However, you have been tuning up to take these tests, and you are through in half the allotted time.

The next thing you know it is noon and you are taken to lunch by your five friendly inquisitors of the morning session, Sweet Sue, "The Hunter," and the head of the Accounting Department who will be your boss, Percy Procrastinator. You and this happy group are seated and the "Hunter" says, "What will you have to drink, John?" Boy, this does put you on the spot. If you order a drink, they will say you are a lush. If you don't, they will say you are an alcoholic. If you order your favorite drink—corn likker—they will say you have no class. Your psychology teacher never did tell you how to handle this situation, and we can't either. But you somehow get through the meal. "Limp Hand" is giving you dig after dig, and he really slams that miscue you made with Sweet Sue at breakfast.

After all, Sweet Sue is a properly married lady with six kids and a ring on and all, and how could anybody be dumb enough to—well, you couldn't possess the intuition or insight that good executives must have.

You feel you have made a pretty good impression on your tablemates. You are giving the right answers, you are a results-oriented type guy. You repeat "results, results, results, that's all I am interested in." Everybody is relatively friendly, but you are a little uneasy about the one "gent" who is sitting across the table with the "shades" on, as it is as dark as the Black Hole in here. About this time "Shades" starts opening up the artillery on you. He asks you what did you like least about your last job and what was your biggest accomplishment and your biggest failure, and he really has you under the gun. You are beginning to lose your cool, but, about this time, the "Hunter" suggests you all get back to the office, as he wants to finish up that Pruzzle before 4:30 quitting time. So back you head, and this is the end of part one. We will continue this story on a later page.

5. Marketing-Advertising Department — The marketing department is where the action is, as it is responsible for advertising, public relations, market research and has been known, on some occasions, to submit some rather whopping expense accounts. At long last, marketing is getting the recognition that it truly deserves, as superior marketing skills are the biggest aces in the hole that American industry has over its foreign competitors. Many foreign countries have caught up to and, in some cases, surpassed American production know-how, but darn few have yet been able to equal American marketing capabilities. American companies are belatedly recognizing this fact. As an example, Eastman Kodak recently promoted an ex-salesman to its presidency. This was practically considered to be

committing treason, as all previous presidents were either lawyers or scientific types.

If America is to maintain its advantage, it will have to rely more and more on its marketing personnel. For this reason, marketing should provide excellent possibilities.

Advertising—There are two areas one can get into in the advertising field. He can join a corporation or institution which advertises—these are called the advertisers, or he can work in an advertising agency that assists the corporation or institution with its advertising.

Advertisers: The advertising department is responsible for advertising a company's products, and it is headed up by an advertising manager. The advertising manager's main responsibility is to act as a coordinator or liaison between the corporation and the advertising agency and the various advertising medias (newspapers, magazines, TV, radio).

The ad manager's job can be very attractive. The position is respected and there are a number of side benefits. The ad manager's work hours are good—probably most spend no more than 40 hours per week on the job. Ad managers have been known to take a few pleasant excursions to many exotic places such as Mexico, Hawaii, the Bahamas to attend conventions. Since they do have a hand in deciding where the advertising dollars are going to be spent, these men and women are entertained extensively by sales representatives of the advertising media. Most ad managers belong to a club or two.

The next statement will possibly stir up a lot of controversy, but the ad manager's job is at the low end of the pressure cooker. The pressure on the ad manager is minimal. The reason is significant. It is quite difficult to determine exactly what kind of a job the ad manager is doing. It is impossible to determine over the short

run. This situation eliminates one of the greatest tension builders known to business—accountability. When you are held accountable as to what you are producing in quantity and quality on a weekly basis or on a daily basis, this is accountability. It has been known to build up ulcers.

However, a corporation starts a new advertising campaign for a new product. How does one determine whether the ads were good, bad, or indifferent? How does one determine how effective the ads were? Did the ads sell the product or did the sales force? When it is difficult to pin down exact responsibility, that job is at the low end of the pressure scale.

In our opinion, the importance of the advertising manager has declined in the past several years. We feel this trend will continue. When we speak of importance, we are actually speaking of authority. At one time, the ad manager had the final say in all advertising matters. This is no longer true and it can present a serious problem to the man or woman who enters the field and is unaware the situation exists. The advertising manager must now take into consideration the advertising views of top management, the sales department, market research and, possibly, in some cases, even the custodial department. Each and every one of us considers ourselves to be an advertising expert. 99.9% of all corporation presidents like to stick their nose into advertising. The hot shots in sales feel advertising should be conducted under their guiding genius. A new breed of sales cat, the Brand Manager, the individual who is responsible for seeing to it that all of us get our Breakfast of Champions each morning, is taking more and more responsibility and authority that formerly was the ad manager's.

What qualifications does a good ad manager need? Basically, he or she must be able to work with others

and use the power of persuasion rather than just coercion. The job requires an individual who is creative, communicates well, and has some sales ability.

A college education is almost a necessity. 90% of all advertising managers have college degrees and 10% of these men and women have gone on for advanced degrees.

There is no single educational background that guarantees success. The following list is a breakdown of ad managers' majors while they attended college:

Business Administration	20%
Marketing	18%
Liberal Arts & Economics	17%
English	11%
Journalism	8%
Advertising	6%

There are any number of ways to land in the ad manager's chair. You can begin with an advertising agency, the advertising department, as a salesman, or as a journalist (this could include magazine or newspaper experience). Naturally, it would be ideal to have some experience in each of these areas.

There are certain habits that a good ad manager must acquire. He must be accurate, get jobs done on time, learn to work quickly, learn how to organize (and organize and organize). The ad manager should develop a keen nose for news, know what is going on in the outside world, and have a sense of social significance.

The advertising manager will be assuming a new title in a number of companies and institutions. He will be known as the "Vice-President of Corporate Communications," as his function will include advertising and public relations. We feel this is a significant trend and should enhance the scope of the advertising manager's job and tend to counterbalance his loss of authority.

Public relations are essential today. A company or institution makes every effort to present a favorable picture to the public regarding their stand on pollution or to the stockholders as to their earnings potential.

The duties of the ad manager in the future will continue to be a coordinator between the corporation and its advertising agency. The ad manager will spend an even greater amount of time with the agency than he has in the past.

Ad managers will participate more in long range planning. He will make his plans in conjunction with other members of the corporation. This will put him in frequent contact with sales, market research, accounting and the top management of the corporation. There is nothing better for a capable middle manager than exposure to the top brass, as, after all, if they don't know that you exist, how can you ever be promoted? This exposure does have a negative aspect to it, as some top brass can make life a living Hell by continually meddling into the advertising department's affairs.

The ad manager will have more specialists at his beck and call. He will be involved in more product research and more media research. The latter has always been more or less of a quantitative guess. Few ad managers really knew how their ads were pulling, and whether they were bringing in any sales or not.

Ad managers will become more and more involved in direct mail order marketing. We are not sure, but we think Texaco and Mobile have both left the gasoline business and have gone into the mail-order business. They offer radios, etc., to their credit card customers. And why not, as actually this is a logical extension. They have an excellent list of potential customers on their gas credit card list. A mail order company's biggest problem is developing a good list.

In a brief aside, a situation such as above can pro-

vide excellent opportunities for an advertising man. Let's assume that Mobile decided their list of credit card holders was an excellent prospect list for products other than gasoline. They decided to investigate the market. They have had no experience in mail-order. This provides an excellent opportunity for the individual who has a mail-order background to step in and help them. Every individual in business, or considering entering business, should take a good look at these new fields which are opening up for existing businesses. If he has had experience in them, he can come into the company as an expert, and, when you are considered to be an expert, you can make tons of money.

A new trend which will bear close watching is marketing by television. In the future, we will receive audio-visual tapes in place of bulky catalogs. When we want to see what is available in furniture, we play a tape and are shown a variety. Already, some cities are using this type of device. We recently visited Dallas and discovered homes were being advertised on television on Sunday afternoons. This would certainly save the family, who is looking for a home, a great deal of time and effort.

The ad man of the future will have to become more familiar with computers, as he will be using them extensively. All in all, it should be a very exciting world of tomorrow for the ad man.

There is probably more stature for the advertising man in a Consumer Goods Company than there is in an Industrial Products Company, as the Consumer Goods Company has more advertising dollars to spend.

6. Marketing-Public Relations Department—

Public Relations—Public relations is involved in three basic activities. A company or institution must sell itself to the general public, to the various local, state and

federal agencies and to the financial community—Wall Street.

Public relations is communications, and communications is not what you say or how you say it, it's whether the person you are communicating with understands *and believes* what you say.

In this day of anti-pollution, public relations is coming on strong. Power companies are now making a great effort to inform the public that fish and an atomic power station can live together in peace and harmony.

The financial community must be kept aware of what great things your company is doing. The stock brokerage house's analysis of how well you are doing has a great bearing on the stock price of your company. During 1968, 1969, men and women experienced in both finance and public relations were very much in demand. The downturn of 1970 caused a number of financial P/R's to be fired, but we feel the demand will come back strong in late 1971 or early 1972.

The government regulating agencies are being granted greater and greater controls over the affairs of American business, and we feel that public relations will become increasingly important here.

The public relations man of the future will be required to interpret a company's philosophy to the public, and it will, at the same time, keep the management of a company informed of public attitudes. We envision that the majority of business and institutions will have a public relations man. Therefore, the future is extremely bright.

A public relation's job can be a very pleasant way to spend one's life. In our opinion, the tension factor is minimal in the public relation's field.

The power of publicity is somewhat frightening when you think about it. Publicity can be a major influence in our way of life. We feel, as an example, that publicity

played a major role in the recession of 1970 and that this recession was based as much on psychological reasons as on economic reasons.

When President Nixon's Administration took office in 1969, he had inherited a runaway inflation from the previous administration and, as inflation has caused the eventual downfall of any number of countries, Nixon decided to try and halt it.

This would not be an easy task as Johnson's Administration had nurtured the idea that inflation was not bad, and the way to beat it was to buy stock that would go up in price. So, everybody bought stock and the more stock people bought the more the market went up, and the more it went up the more consumer goods people purchased. Most Americans were optimistic and everybody, except those on fixed incomes, was making money. Those who weren't read about those who were coining it on hot new issues and decided to jump into the market also. In effect, everybody was well convinced that inflation wasn't such a bad idea. For background information, go back and read the financial pages of those days in 1968, and you will find that most business news was good news.

However, the only way you can stop inflation is to have a business setback. So, Washington began to put forth the idea that inflation would eventually kill us economically (which it most certainly will) and that business wasn't really as good as it seemed—so bad news began to get a plug—at the same time interest rates were hiked. At first, investors and consumers paid no heed to this strategy, but gradually the idea began to be accepted and people began to think that maybe business wasn't so good after all and inflation was a curse. They began to cut back buying stock and the market dropped, and then they began cutting back on their consumer purchases and presto—we had a recession.

Then, the administration started reversing its line of publicity and started putting out the good news that the economy would be coming back strong, and they cut the prime rate to banks at the same time. And sure enough the American people began to get their confidence back and investors and consumers started buying and business got better.

It is not our interest to condone or condemn what has taken place, but only to suggest that publicity can manipulate the minds of people. We also suggest that, as the American public becomes more intelligent, there will be greater and greater efforts to manipulate their thinking. This is why public relations has such excellent opportunities.

7. Marketing-Sales Department—We are completely unable to understand why a sales position is generally held in such low regard, as actually the sales department offers more potential to the average individual than just about any other job in American industry. Possibly, it is a holdover from the days of a Willie Lohman in the "Death of a Salesman," but a business prospers or dies on the ability of its own sales department.

Sales—Outside—Since it is fundamental that a business prospers or dies on the ability of its sales department, it has to be one of the finest opportunities that exists today. The pay is excellent, the working conditions are superb. (Where else can you see the world on someone else's money?) You enjoy a great deal of freedom and are not continually sitting under the boss' icy stare. In spite of these features, there are a great many young people who refuse to consider the sales field, as they feel it isn't their bag. Actually, we all are selling every day of our life. A boy meets girl and he sells. A student sells the new teacher. Children sell their parents. Why not put this natural talent to work?

Selling is a continuing challenge. There is something

always happening! This is where it's at! A good salesman must be a trouble shooter, a consultant, a one-man complaint department, a buffer between the manufacturer and the customer and a friend of the customer.

A successful salesman must be creative. He must have the ability to imagine and then do the unexpected in order to stay ahead of his competitors. He must have the courage of his convictions. When he gets a new idea, he can't wait 'til all the facts are in before he acts. He must make a decision and stick to it. A salesman must be a visionary and willing to experiment. He must also be practical.

The sales field ranks high on the tension poll. A salesman can be held accountable for obtaining results, and it is easy for his company to determine if he obtains the results. It is not an easy job, but, in our opinion, its difficulty is greatly exaggerated. Most of the myths about how tough it is are started by salesmen. Basically, it is one of the more attractive fields that you should consider.

Sales—Inside—The majority of sales are not made in a customer's office, as the telephone is the salesman's greatest ally. Every corner of the United States and the world are at a salesman's fingertips. WATS lines are making it much more convenient to call anywhere, at less expense.

The inside salesmen are as important as those out on the road. A customer is frequently unable to get in touch immediately with the salesman on the road, but a man in the home office is available. Many companies call their inside man, the customer service manager. He is responsible to provide a customer with just one thing —service. This may be following up on an order, checking prices, checking shipments. In many companies, the customer service department serves as a training ground for salesmen. A salesman who knows what can go

wrong and what steps can be taken to fix it, is well prepared to sell.

Another name that is commonly used for inside sales work is sales administrator. It can be an excellent area to learn what goes on inside a company.

One very real concern for an inside man is the computer. In all probability, many inside sales personnel will be replaced by a computer.

Customer Service—Technical—One of the better ways to earn a living is to be a serviceman for equipment that is expensive. The customer is sorely troubled when his equipment goes on the fritz and puts in an S.O.S. for repairs.

Examples of such equipment are:

Packaging: Due to the high cost of labor, most food processors are converting to highly automated packaging equipment. Cigarettes, beers, soups are now packaged at tremendously high speeds, and it is a major catastrophe for this equipment to be down for any period of time.

X-ray Equipment: Between pro football, skiing and backyard touch football, an x-ray machine is kept quite busy. The interior of this machine is a maze of wires, and the only thing the poor doctor can do is scratch his head, put in a call for the repairman and pay his $40 for two men per hour. Not too bad a sum for a day's work.

Production Machinery: A plastic milk bottle machine that pumps out thousands of bottles per day can't be down for any period of time. After all, milk is good for us, and when you have no milk, the mothers of the world may decide to switch to Gatorade.

Other examples of equipment that must be repaired immediately are copy machines, computers, typewriters, telephones, audio-visual equipment and complex instruments.

The repair and maintenance field can be a very pleasant way to spend one's life. You are, basically, your own boss, and you are not tied down to a desk. You are not cooped up all day in an office. During the course of your day, you are able to meet a number of different individuals and face a variety of problems. Life, as a maintenance man, is never dull. In addition, you perform a very necessary function that is vital to the economy of the United States.

The prestige of the skilled maintenance man has risen sharply in the last several years. The repair technician is no longer thought of in the same terms as the shoe cobbler. He is regarded as a highly skilled individual, who earns an excellent wage.

The security of a skilled maintenance man is relatively good. After a company has spent a large amount of money teaching repair skills, it is very doubtful if they will let you go at the first sign of a recession.

This situation suggests another favorable factor. Most companies will pay you a salary during your training program. You not only do not have to pay for your education, but you are paid for being educated. This is a rather ideal situation.

You are almost an independent operator as a serviceman. You basically do not have to put up with all the machinations of the business world, as you are largely on the outside of it. You do not have a boss breathing down your neck, you do not have quotas to meet, you are not on a deadline or a time limit. The tension factor, therefore, is relatively low.

There are certain drawbacks. The advancement possibilities are limited. You can only advance so far, possibly to a title, such as Chief of Service and Maintenance. Your chances of reaching the V.P. status or the Board of Directors are quite slim. However, the sales area is beginning to realize that it takes a great deal

more than a charming personality and a few drinks with a customer at lunch in order to sell a complicated piece of machinery. A customer purchases a computer because it will do a job for him. The salesman's personality is secondary. The customer wants to talk with a salesman who is knowledgeable, well informed and who can answer questions regarding the equipment. Nobody knows more about a piece of equipment than the men and women who are responsible for repairing it. And we mentioned women, did we not? When industry speaks of the repair industry, they always refer to repairmen. We predict that more and more women are entering the field, as it is a natural for them. They have a great deal of patience, which is a basic requirement, and they have an excellent manual dexterity.

What is the best way to enter the machine maintenance field? We suggest obtaining a basic education by attending either a two-year college or possibly even a four-year college. We recommend taking a few technical courses. Then take a look at the various types of equipment that are available. Select that area in which you are most interested and feel has potential—contact the makers of the equipment and go to work.

Export-Import Sales—The world is shrinking every year. It is estimated the Supersonic Transport of the late 70's and 80's will bring any place in the world within 8 hours from where we are at the time. This will provide import and export possibilities.

Many of the shoes worn by Americans are manufactured in Italy and then flown in. We feel we will see more and more handmade products being imported. This should open up excellent possibilities for Americans to line up sales opportunities with foreign manufacturers.

At the same time Americans will be exporting more goods. We predict that most exports will be machinery,

such as machine tools and computers. Two very large areas that are virtually untouched, and will be some day, are Russia and China. The demand for sales managers who speak and write Russian or Chinese should be large. Since these countries are light years behind the United States in the manufacture of consumer goods, there will be excellent opportunities in both machinery and consumer products.

There are other nations of the world with whom we will be actively trading. Australia is one example of a nation that has abundant resources and should offer excellent trade possibilities. Canada holds a similar position. Other nations of the world with whom we will trade in large volumes are Japan, Italy, France, Germany and Great Britain. Once the problems of Southeast Asia are straightened out, they also offer excellent trade possibilities. As an example, the beaches of Vietnam are among the finest in the world and should be a first-class tourist attraction. Basic stumbling blocks to progress are these nations' religions and cultures and customs. For this reason, India will not offer opportunity until they are able to eliminate some of these problems.

One excellent way of obtaining further material on world trade is through the United States Department of Commerce. They generally have two or three experts in a country whose sole job is to keep current on its marketing potentials.

An export manager must be familiar with such things as export regulations, documents, ability to read, speak and write a foreign language, familiarity with licensing, letters of credit, etc.

One excellent way to get into the export field is to work for several years with a large American bank that has overseas branches. You will learn procedures and you will make contacts with companies and individuals

in the foreign companies where you are assigned.

Two areas that are always bridesmaids, but never the bride, are South America and Central America. The political unrest and the continued upheaval of their governments have limited the industrial potential of these countries. We often wonder how many students studied Spanish with fond expectations of doing big things South of the Border.

Product Manager—A new hero has walked out on the stage of the business world—the Product Manager or, as he is sometimes known, The Brand Manager. He is a new breed of executive cat and the rewards can be quite attractive.

Basically, the "Brand Manager" is in charge of a line of products which are, in most cases, consumer products. As an example, the gallant men who are in charge of Underarm Soap are Brand Managers.

We had previously mentioned that the actual authority of the ad manager had declined, as he must consult with others such as the Product Manager, as to what types of ads should be used, where ad money should be spent, etc.

Product Managers have faced a problem that all job seekers should be familiar with. The theory is the Product Manager is much like the president of a company. He has total responsibility and authority for the successful merchandising and sale of a particular product line.

There are examples where the Product Manager may or may not have this authority. He may or may not have the right to choose the ad agency that will work on advertising his product. He probably does not have the authority to set selling prices. He probably has little or no control over what he will pay for the product. He probably does not have control over the company's sales force. The sales force must sell soap and cereal

as well as his underarm deodorant. In order to get them to sell "underarm," he must persuade them to do so.

A better title for the Brand Manager might be "Brand Coordinator." He brings all the factions of the company together to sell the product.

Negative Factors: Brand Managers don't last too long with the same company—about two years and then they move on. The reason for this high turnover—great frustration. They find they can't do the job as they were told it could be done.

Positive Factors: A Brand Manager is generally young. An individual can move up in a hurry, and the pay is very, very good.

The following chart will give you an idea as to the age and salary possibilities of a product manager:

Age	*% of Age*	*Salary*	*% of Total*
under 30	22%	under $12,000	3%
31-35	36%	$12,000-$17,000	30%
36-40	19%	$18,000-$22,000	33%
41-45	12%	$23,000-$27,000	18%
over 45	11%	over $27,000	16%
Total	100%	Total	100%

As one can easily see, there are very attractive salaries, and a large number of the Managers are relatively young.

Practically all product managers are college graduates, and 25% of them have received an M.B.A.

A Brand Manager has to be high up on the pressure pole, as it is relatively easy to hold him accountable.

8. Marketing-Market Research Department-- Market Research should be considered as a full-blown "marketing information system," as it conducts goal setting, identifies problems, suggests possible and feasible alternatives and reduces *uncertainty*. We live in

uncertain times. About the only two things we are certain of are death and taxes.

Businessmen are under the gun today. The world is so fast moving, that what is new today is obsolete tomorrow. Businessmen are afraid of losing their jobs, their cars, the keys to the executive toilet. Many are afraid—period.

And, when you have such a condition, there are always champions that rise to the forefront to alleviate these problems, to provide the answers. And many businessmen need to have good, safe, sound answers provided to them. Therefore, we have a new cult in our society—the cult of the "Market Researcher." Many businessmen pay homage to this cult. The Market Research boys can provide the final answers to just about anything.

Market Research and Planning is trying to make marketing and, particularly the marketing of new products, more scientific. The brass really would like to be told, "By gum, this new 'Wizard Widget' has a market potential of 20 zillion or more." And the brass would like to feel that such a statement is absolute fact. This would make their job one hell of a lot easier and would not only add to the time they could play golf, but would add to their life span as well. Market Research is in.

What kind of individuals make good market researchers? He must be positive. He must be able to speak authoritatively. He must have an inquisitive mind. He must be good with figures. You have heard the old cliché that "figures can lie and liars can figure," and this can be a particularly good trait in a market researcher.

A good market researcher should be at ease with the computer. He must be able to input, output and shotput the computer. No good M/R man is ever caught without one.

Benefits of being in Market Research: The most im-

portant reason is "it is in." Companies need good market research. Today, most products are mass produced and require huge capital expenditures. If the product is unsuccessful, this investment goes down the drain. Therefore, a manufacturer must minimize its new product mistakes.

Another consideration is a manufacturer formerly could market test a new product. If it looked as though it would be successful, they would then crank up its production arm and start running. Now, it might well be that competitors will jump in and start producing the new product before the originator of the product gets into full production.

Also, you are dealing with the future, and this is a wonderful situation with which to deal. As an example, you may say, "I am going out and shoot a par 72 today. How would you like a bet on it?" Now this is irrational thinking. You had better say, especially if you are a high-handicapper, "I am going to shoot a par 72 someday." Doesn't that make a lot of sense?

Market Research is doing the same thing basically. We think that the "Skunk Deterrer" will sell X number of units. Be sure never to get trapped into suggesting an exact number, or that so many will be sold by a certain time.

Also, managements of today like to refer everything to a committee. This can cause all sorts of delays. Since committees are notoriously slow, and most of us will do just about anything to put off making a decision, the top brass will generally make these comments about a market research report. "We think you have done an excellent job on this report. However, we need more data in order to make the final decision." And they will ask for more and more information.

By the time the report is completed, the product developed and in production and ready for the market

place, you just might be ready to retire or, at least, move on to greener pastures.

Market Research brings you into contact with top management and, as we have previously mentioned, this can be good or bad, depending on how you look at it. You are able to demonstrate what a smart guy or gal you are, and possibly, just possibly, one of the top brass will remember you when a good slot opens up. On the other hand, we have heard of cases where the middle-management boys became quite discouraged when they met the top brass, as they could not believe that anybody could be that incompetent.

In summation, Market Research and Planning can offer attractive opportunities, and it is an area that should be investigated. It has to be at the lower end of the pressure cooker pole.

9. Scene Two—Interviewing for a Job—Well, you, "John the Eager" are now back at the Flighty Widget's office. The "Hunter" asks you if you would mind spending a few minutes with Fred Friendly, the Sales Manager, as he and the rest of the lunch group have to get together to discuss your potential. Well, Fred is a real nice guy, and he talks about Bart Starr, Arnold Palmer and then, all of a sudden, he switches the conversation to another subject. "You know, John, that people-making machine that you were working on at our friendly competitors, did you personally work on it?" Boy, here it goes again, you are in another bind—do you answer yes or no? It was a hush-hush deal, and you took the Dick Tracy oath that you would never mention it to anyone. If you tell Fred you did not work on it, you may be classified as uncooperative, or that you did not have too important a job. If you say yes, you might be considered untrustworthy. In addition, you know that a lot of companies go through this entire interviewing scene just to tap a guy's brain.

Well, anyway, you let your conscience be your guide. Meanwhile, the five inquisitors plus the "Hunter," Sue, and Percy Procrastinator get together to talk about your qualifications. This is known as a committee meeting. When the top boys get together, it is frequently called a management committee meeting. Your name is on the agenda, but first they discuss what they are going to do about "Fred the Fearless" who is leaving the Widget Company to join another company. Now, some executives high up in Widget feel this is a cowardly thing for Fred to do, to just up and leave before they had the chance to boot him out. Widget is proud of the fact that nobody ever quits—they are fired. Therefore, the first question that is asked is, "Can we have a lunch for Fred the Fearless and still be considered trustworthy, loyal employees?" This question is kicked around for a half an hour and is resolved and they begin discussing you. "Shades" says that he was very unimpressed, as you seemed nervous and you gobbled your lunch. This was a sure sign of an impulsive type that did not give due consideration to problems. He also said that he did not appreciate your remark about taking off his glasses so you could talk eyeball to eyeball. Finally, the meeting breaks up and the next round of interviews gets underway for you.

You are ushered into "Shade's" office, and he offers you a high-backed chair that is facing the sun that is streaming in the winder. (This is a New England based company.) You decide that "Shades" has read a great deal about psychological interviewing and possibly has written a book on the subject. All you can do is grin and bear this utter nonsense.

Well, you finally leave dear old "Shades" and are taken into an office where all you can see are two feet planted on the top of a desk. They must be at least size 15, but, by this time, little fazes you. There is utter si-

lence in the office. You say, "Hello," but there is no reply. Finally, you get rather tired of standing and plop into a chair. Your nerves are jangled, you have heartburn and acid indigestion. The silence continues and, finally, you say, "The hell with it," and get up and walk out. You realize you have behaved badly in that interview. You might have tried harder to open up the conversation by saying, "Is there anything you would like to know about me?" or possibly recite the Gettysburg address, but you were beginning not to care. You will probably get zero in initiative.

The next office is another unique experience, as it is the office of "the Thinker." The office is bare. There is not a single solitary article on the "Thinker's" desk—not a phone or a pencil—absolutely nothing. You get the drift immediately. The "Thinker" has read every book there is on efficiency, so you provide short, clipped answers to his questions. You do notice "the Thinker" is sitting there with his feet tucked underneath him. You don't know why—possibly it is because he is so short his feet can't touch the floor or, possibly, he practices yoga. "Boy, this has been quite a day!"

The last stop in your interviewing is with the "Hunter." You don't know what to expect. The "Hunter" has a lot of confidential reports laid out on his desk. There is a report from Hooper Holmes, Retail Credit, Dun and Bradstreet, the C.I.A., the B.B.D.D. and others. You can't help but see one report that mentions that little escapade between you and Lulu on a hayride back in 1964. Boy, these guys really check, don't they?

Well, the "Hunter" says, "John, congratulations, you have been selected to join our group." Well, you could have been knocked over with a resumé. You had *not filled* in all the spaces on the employment application form; you did not bring a resumé along with you; you told the Retail Credit guy from Atlanta that it was none

of his damn business how you managed to live with no visible means of support; and you had, as a last insult, whirled "The Thinker" around in his chair, and here they offer you a job. How many mistakes can a guy make! You are elated about getting the job, but that caution light is blinking in that noble head of yours. If you are so bad, why do these guys want you?

The "Hunter" says, "O.K., John, just sign your X on the dotted line." You reply, "Geez, 'Hunt,' I certainly do appreciate all you have done for me. However, I need a day or two to decide." The "Hunter" replies, "Sure, good Buddy, take all the time you want. Just let us know by sunset tomorrow, you hear!" About this time, Sweet Sue comes back and announces she has managed to get you on an earlier flight back to Podunk and that her car is ready and waiting. Sweet Sue is very obliging, and she goes with you right up to the loading gate. You give Sweet Sue a loving pat and race out to the waiting plane. But, wait, this is not the end of our drama. Our next thrilling episode will be in Part III.

10. Finance Department—Everyone pictures the financial department as being a very dull place to work with clerks sitting on high stools and wearing green eye shades, busily scratching away with their quill pens. This is quite far from the truth today, as the computer has freed the financial man from these routine day-to-day tasks of merely being a figures man. Today, a financial man must be a historian, a controller and a planner. He determines where the money has gone and, most importantly, where it will be coming from and going to in the future.

The man that heads up the financial department is called the Vice-President of Finance or Treasurer. The name Treasurer is used in most companies.

The Treasurer is responsible for the Treasury—can you imagine that—and this includes all financial activi-

ties. A great deal of his time is spent crystal balling and looking into the future. It is his job to see to it that the Organization has sufficient funds to see it through the future. Apparently in 1969, a number of Treasurers had dirty glasses, as quite a few did not see too well into 1970.

A Treasurer will spend a great deal of his time with banks and other financial institutions. The Treasurer has been known to join in repartee at some of the very best clubs in Chicago, New York and San Francisco. The Treasurer must see to it that the company can borrow money, or possibly float a new stock issue. Some Treasurers have been known to take a ride up the Hudson after floating some, what one might call, rather unscrupulous stock issues.

The Treasurer is also getting out from behind that desk and going out to speak to the Security Analysts, who have a great deal to do with the stock prices.

It takes a good man to be a Treasurer. He must be a man who is at home with figures (financial, that is) and in the public relations arena.

Profile: We decided to dazzle you with some figures ourselves, so we conducted a study of more than 200 companies (would you believe 199) with regard to the Treasurer's job; here are the results of that study.

We would like to point out that a C.P.A. is not a degree, but it is a certification. To become certified you must take an exam that is prepared by the association of C.P.A.'s. All 50 states have their own requirements as to who will sit and take the exam. As an example, New York State permits the C.P.A. candidate to take the first three tests right after he gets out of college. The fourth cannot be taken until all experience requirements have been met—this is two years working for a C.P.A. if you have a B.A., one year if you have a Masters. New York State only recognizes certain colleges in U.S.A.

Study—223 Corporations

Treasurer's Job

Degrees:		*Number:*	
No College	35	Started career with current company	60
Unknown Degree	27		
B.S.	50	Started with a C.P.A. firm	60
C.P.A.	34		
M.B.A.	24	Started with a Law Firm	6
B.A.	24		
B.B.A.	16	Started with a Management Consulting Firm	2
L.L.B.	15		
A.B.	11		
B.S.C.	8	Had jobs with one or more companies	110
Accounting School	7		
J.D.	5		
Engineering	5		
M.A.	3		
Bus. Courses N.C.	3		
M.S.	1		
Attended but did not finish	11		

Conclusion: The route to the top in the Treasurer's field is an advanced degree. Liberal arts is excellent as an undergraduate area, followed by an M.B.A., and then by a C.P.A. certification.

The Treasurer's field is a non-technical area, as there are only 5 engineering graduates in the area.

Treasurers tend to move from company to company. A number start with a public accounting firm, then move on to a corporate job.

Advantages to Treasurer's and Financial Areas: There is always a demand for good financial executives. During the 1970 Recession, few were laid off and a great many actually were hired. Companies during this

time became much more cost conscious and needed good financial executives to control their costs.

Controller or Comptroller—As one executive in Chicago told us, he doesn't care how it is spelled or pronounced, as long as it continues to bring in the loot, he is satisfied. More and more companies are using the word Controller—so who are we to quibble.

The Controller is generally the number 2 man in the accounting department. He is more concerned with the immediate pressing problems of the business than the Treasurer is. He is responsible for accounting, credit and collection, internal controls (some call them infernal), capital expenditures and, generally, the financial reporting.

There are two terms which are frequently used and frequently misused in financial lingo. These are forecasts and budgets. The forecast is what the company projects its sales are going to be, and it also projects what expenses it will incur to obtain these sales. Once these forecasts are agreed to by everybody—sales, top management, production, finance, the elevator operator —budgets are set up for each department. For example, the elevator man can only have his uniform cleaned once every two months; he is in rather tough luck when he encounters drunks with coffee, as he must exceed his budget to get his shirt cleaned.

The controller will spend a great deal of his time coordinating (boy, we love that word) the sales and expense forecasting and setting up the budgets and then seeing to it that these budgets are adherred to. And, this is where we first noticed the nasty side of controllers. There was a perfectly justified reason why we stopped in Las Vegas on our way to California on a sales trip, as one possible example.

Profile: You have arrived when you get to be a controller, and you can advance further to Treasurer or

Vice-President. A controller has a wide variety of responsibilities.

It is also possible to move from one company to another. And, the security is pretty good, as after all who is the biggest axe man of them all—the Controller—and will he fire himself? Read the exciting conclusion in our next book on Controllers.

Acquisition Analyst—This was a very much sought after job in the late 60's, as many companies were acquiring as many other companies as they could get their hands on. The downturn in the economy and the market put a stop to wholesale acquisitions, but the job itself can be very rewarding and exciting. The analyst's job is to analyze and prepare reports on potential acquisitions and diversification opportunities. We have known of several analysts who moved into excellent positions. Whether they did so, because they were working with the President of the Company on reviewing acquisitions and became friendly with him, is open to conjecture.

Auditing—There are two traits that many companies look for in an auditor. These companies feel an auditor should speak well and write well. We, at first, were rather surprised, because most of our experiences had been from the other side of the fence—explaining why we had stayed in a $22 per day room, when the auditor felt we might have stayed at the "Y" for 8 bucks a night. We felt auditors were rather fusty or crusty, even though we had worked for a year as a type of auditor for General Motors. And yet, the more we thought about it, the more we agreed with it. Auditors conduct their audits (some call it snooping), interpret what they find, and then pass these findings on to others in the corporation.

The auditing area is a great place to learn. We know of one young man who decided he wanted to get rich, so he took a job with the I.R.S. Boys. He then tried every way possible to be assigned to auditing the ac-

counts of wealthy individuals. He wanted to find out how they made their money so he might duplicate them. To our knowledge, he still isn't rich but has had a hell of a good time.

Auditing lets one stick his nose into many areas of the business, and what better way is there to get the overall picture or the really big picture that businessmen are so fond of talking about.

Auditing has all kinds of side benefits. You have to do some traveling—not generally extensively—and this can be enjoyable. You are also able to meet a number of people who can help you along the way to fame and fortune. One business friend in Washington is the Director of Purchasing for a multimillion corporation. He sort of shot out of nowhere to this key spot and many wondered why. In his early career, he was out in the boonies performing audits, and he built up a nucleus of friends among the local branch managers. He was well-liked, and, when the big job opened up, well, he probably had some strong allies to push him along.

Profile: A good auditor can move up within the company. His best target is the controller's job. Or, as we have mentioned, he can move into other areas of the company as well. There are excellent opportunities to move from one company to another.

One of the better methods of getting started in the auditing field is to start with an independent CPA firm.

All in all, auditing can be a very pleasant way to spend one's life.

Cost and Budgets—1970 once again proved how important a good cost system is, and cost accountants once more came to the fore. The best opportunities in cost accounting are with manufacturers, as it is a must for them to know how much it costs to manufacture a product, whether they are able to manufacture it for this cost, etc.

A cost accountant gets involved with a great many different departments and is in contact with a number of different executives. Basically, it provides good exposure.

Profile: A cost accountant has excellent possibilities of landing in the controller's chair. Since the job is similar from company to company and from industry to industry, the cost sleuth can move from one job to another relatively well. He is a specialist, and yet his specialty can be used in a great number of areas.

Credit Analyst—We are a nation that lives on credit and there is a distinct possibility that we will become a cashless society in the years ahead. Actually, we are cashless ourselves at the present time, so we have had to turn to writing books.

A good credit department is a must for just about every type of business we can think of. A corporation may be a large manufacturer of farm tractors, which extends credit to its dealers, which probably runs into millions of dollars. Or, it may be a small retail store that extends Momma credit and Poppa heartburn. In either case, the companies must sell to customers who will pay their bills, or they will be in serious difficulties.

In 1970 it seemed everybody had a common malady —nobody paid their bills on time and more than you think never paid. Again, the credit boys and girls rode to the rescue and saved the day. This meant few were fired and some were hired, which was rather unheard of in those bleak days.

Profile: Your chances of moving from company to company are excellent, as most every conceivable type of business is involved with credit. It is also possible to move from one industry to another.

An excellent way to start in this field is with a bank, and then move on to other areas.

Job security is good and the need for credit managers

should increase in the year ahead. There is limited top management potential. For this reason, one of your last jobs should be credit manager for a large corporation, as it is here that you will earn the most money.

Pricing Managers—Correct product pricing is critical to a company's success. Product pricing is an age old war between R & D sales, manufacturing and engineering. The manufacturing department likes to set a high selling price, as the higher the price, the more money *and mistakes* they can make. The jet jockeys in sales generally want to give the stuff away, as the more they sell, the more commissions they make, and so it goes. The individual who brings all these factions to the peace table is the Pricing Manager. He must work with all departments concerned, and he must see to it that a realistic price is set that will make money for the company and yet be priced where customers are willing to pay for it.

In most cases the Pricing Manager (a better word would be Coordinator) generally comes in at the very start of a new product. He will work with R & D, production, sales, market research to set prices.

This is a relatively new area and we feel should offer excellent opportunities.

Profile: There are excellent possibilities for the Pricing Coordinator to move up within the company, because he is familiar with a wide number of departments. There is even the possibility of moving into sales, although we know of one East Coast manufacturer, who is so afraid of letting his salesmen know how much a product costs, that he has informed his accounting whizbangs that any cost data that is let out to sales will cost them their eyeshades and slipsticks.

We do not feel there is a good possibility of moving from one company to another, because you pretty much become a specialist in pricing for one company.

Tax Accountants—We are told that the only two things we can be sure of in this life are death and taxes. We optimists will only concede to taxes, but, in any event, the tax accountant will continue to be a much sought after individual.

A good tax evader can save a corporation, or an individual, tremendous sums of money, that is, if the individual is working. Most of us actually end up overpaying our taxes, so here is a specific area a tax man can cut down on.

The tax department has gone mod and a great many titles can be used in the tax department. He or she might be called tax manager, tax accountant, tax analyst, tax planner and tax researcher. They all largely boil down to a common denominator—s[illegible] on taxes. The tax laws are in a constant state of change, they must be interpreted, and they offer all sorts of opportunities to make a very comfortable income and become a respected member of society, contrary to what the Bible says.

Profile: A tax man has good job security. He has the opportunity to move from one company to another. He also has the opportunity of setting up his own consulting practice. The top management potential is extremely limited, and it is probably best to end up with a large corporation, as it is here where you will get the biggest paycheck.

General Accounting—We had to get to that guy in the green eyeshades—the real true, blue accountant. He is the guy that sees to it that the debits and credits balance, and, if they don't, the more experienced accountant can apply a little fancy footwork and see that they do. Most accounting whizbangs start here and then go on from there. Frankly, we are at a loss to make it sound glamorous, as it is posting entries. Oh, there can be all sorts of fun side activities, such as working on profit planning (a lot of conglomerates need help here),

or the accountant might be asked to conduct an acquisition analysis of a company that his company is considering buying. The thing is you all have to start somewhere and the accounting department is as good a place as any.

Many posting jobs are now being performed by machine computer, so best not get into a job that can be machine fed, as they say.

Of course, in many small companies the accountant does everything. He is the cost boy, the controller, the computer, the works.

Overall Opportunities for the Future—The financial executive will be entering a new era. Finance is critical in the years ahead. The availability and cost of funds are key elements in the success of a corporation or an institution. The financial executive of tomorrow will have to understand the international financial system, as well as the domestic system. Again, a young person might be able to get a head start by studying Russian and Chinese systems.

The financial executive will be involved in most major decisions. We feel it will be absolutely necessary for the financial man to be familiar with the computer. All in all, it affords great possibilities, and you do not have to be a whizbang at math to be successful.

11. Scene Three—Checking Out a Prospective Employer—We left John the Eager racing to his plane. He tears up the stairs, stands at the top and waves goodbye to Sue, rushes in and grabs a seat. (This is an old plane.) However, John, you are no dumb chicken plucker as you know there are a lot of unanswered questions. The plane is about ready to take off, and you start belching and holding your well-proportioned stomach. They decide you are in no condition to fly, so they let you off the plane and you are soon back on the ground.

You decide to visit the "Arm Bender's Pub" right around the corner from the "Flighty Widget." Pretty soon, about 4:00 P.M., the salesmen of the above start trooping in to recount their misadventures of the day. You buy a round for the boys and pretty soon you get to talking about expense accounts, and that conversation leads to some talk about "Percival Procrastinator," the man you would be working for and "what a miserable so and so he is." About 10 after 5:00 the cute, young secretaries start trooping in and you start getting a pretty good idea about the company. Earlier that afternoon, "The Thinker" had been telling you about the fantastic growth of the company. He said, "and we are just beginning. We have some big, new projects back there cooking on the R & D burners. These babies will make us all rich, including you, John boy, if we let you come on board."

Now back at the "Arm Bender," the sales types are really talking. "I have not had a new product to sell in five years," says Joe the Extrovert. "Boy it really gripes me to see all that money being poured into R & D and nothing coming out. Things are in tough shape."

John counters with, "What about those first-half year profits. They were nine zillion % above a year ago." "The Thinker" had given him an annual report and some newspaper clippings. "Yeah," chirps the Internal Auditor, who is a little under the sauce, "but this came about by placing into finished goods inventory those buggy whips we found back in the furnace room. You know a little here, a little there adds up. Boy, if the stockholders only knew," he chortles.

Well, to say the least, you are a little shook. You are good buddies by that time of one and all, so you unload with a really big one. You ask, "Say, by the way, I heard there is an opening in Percy Procrastinator's Department. Do you think I should look into it?" The Extrovert

Sales Type lets out a war whoop and he bears down on your shoulder with a beer stein and says, "Ho-Ho, they tied the can beautifully to the last poor sucker that had the job. He has been out of work for six months and have they ever been able to shaft him! You had better believe it!" "What was his name, rank and serial number?" you ask. It was "Bill, the Believer" and he lives over in a flophouse on skid row.

That night John paid Bill a visit and we will provide the untarnished version of his story.

When "John the Eager" called at "Bill the Believer's" flophouse, Bill was available to talk. This is his story.

"I eagerly went to work for Flighty Widget and looked forward to the job that had been described to me. My first job was in the Accounting Department and my boss was Percy Procrastinator. Everything at the start was swell. Percy and I got along together quite well. Then I had an idea for improving the system that was being used. I was quite sure that two bookkeeping entries were being made and only one was needed. I took this idea to Percy for his approval. He became beside himself. He started frothing at the mouth and rolling on top of his desk. 'Bill, Bill,' he said, 'how can you do this to me? I have treated you practically like a son and you do this to me.' But I had faith in my idea and continued to insist it should be adopted. About this time, I completely lost my marbles and put the idea into the New Idea Suggestion Box. The Suggestion Committee thought it had merit and the Vice-President of Finance recommended to Percy that the new system of only making one entry be adopted immediately. I even got a $25 War Bond. Well, Percy did install the system, but he was not about to forget what I had done to him. Everything that went wrong in the Department was soon blamed on me. I actually became a social outcast, as by this time, Percy had pretty well made it known

that he was unhappy with me. He went so far as to tell the secretaries that they should not be talking to me, as they were wasting time. It got so bad that everyone was afraid to come near my desk because they might have to say hello and Percy would catch them at it.

"In the meantime, 'Puny Joe,' a fellow accountant, who had been there a year longer than I had, started to drop hints here, there and everywhere that I was on the skids and would soon be collecting unemployment checks. He told the men I went to lunch with that Percy was unhappy about this deal, as he thought they were conspiring against the company. He said the entire lunch group were a bunch of troublemakers, since they had lunch with me. Pretty soon, I found that I was eating my soup and crackers alone.

"Here I was a God-fearing, hardworking, industrious young man and the exact opposite was actually being spread around. One day a few weeks later, I was called into Percy's office. All the eyes in the accounting department followed my trail into the Pit. Percy opened up by saying, 'Bill, we have tried, the Good Lord knows we have tried *to help you*, but you just aren't up to snuff. You just are unable to hack it. You are uncooperative, disloyal and are a bad influence to the entire corporation. It has severely damaged our profits. Bill, unhappy as I am, we are going to have to let you go!'

"Poor me, I felt the world had fallen on top of me. I asked Percy to give me another chance, but Percy said, 'Bill, look at all these glorious opportunities I have given you, and look at how disloyal you have been!' So, I ended up out here in the cold, frigging flophouse."

12. Materials Control Administration Department—Basically, this is a department where one has to make a great many decisions and then be able to live with them. You must make decisions in many cases many times a day, and you don't always have all the

time in the world to make them. For this reason, materials control ranks high up on the tension chart and it requires a man or a woman who is a "doer" and likes to get things done. It is an exciting place to work. There is never a dull moment. With the high cost of borrowing money, the need for maximum utilization of space and the need for rapid turnover of merchandise, this department should increase in value in the years that are ahead of us.

Purchasing—The first group we will discuss are those that are responsible for securing the raw materials.

There are any number of titles for this department. They can be called Buyer, Purchasing or Director of Procurement. We do not think we have to expand too much on this function, other than to say it is a very necessary one, and the opportunities for security are quite good. A few of the fringe benefits that used to exist, such as a case of Scotch on your doorstep at Merry Xmas time, have gone by the boards with our new wave of Consumerism, truth and honesty, etc., that has entered the business scene.

It is helpful to be a college graduate, to possibly have some plant experience, in the case of a buyer with a manufacturing company, or to possibly work on the floor selling products in a retail store.

There is good money to be made as a buyer. For example, Sears places tremendous dependence on their buyers and they are paid very well. Many buyers are responsible for purchasing millions of dollars of materials each year. They can make the company a great deal of money, or they can lose a corresponding amount, depending upon how good they are.

It is also helpful if you have a little accounting experience, since you will be dealing with numbers, and you should probably be familiar with the friendly computer.

Production Scheduling—The next group are those individuals who are responsible for seeing that the materials are routed through production and are made on time.

These functions are entitled: Production Control, Production Planning or Production Scheduling, and Quality Control. O.K., so far fine. Production Control, Scheduling, Planning are all pretty much under the same umbrella. It basically means making the right products and doing so at the right time.

The basic background for success in this area is Industrial Engineering or Business. Statistics never hurt anyone, and the ability to remain calm under turbulent conditions is very important. It is also helpful if you can look the computer in the eye and have a talking relationship.

This area is a scene of tremendous activity. It is a pressure area, as your efforts can be evaluated on a daily basis. It is not an area for the timid. You have to go out there and blow your stack at "Savage Sam" because his G.D. men aren't getting the stuff out the door. You are unable to give a damn that six of his best men are in the hospital because their car overturned after a softball game and a little beer drinking last night. You had scheduled that G.D. stuff and you want it out —damn it—out the door—today! It hurts you to see "Savage" cry, but you can't pay it no mind!

Quality Control—The next area is Quality Control or Quality Assurance, and here you can be a little less abrasive. It is up to you to see the stuff that goes out the door is up to specification. This can become a little tacky when a machine operator is being paid for the number of pieces he pushes out the door and not so much on the quality of the work. And "Savage Sam," the production man, is also paid on how much he pushes out. So, when you discover that 9/10's of that day's

production is not in spec, and you tip-toe up to Sam and inform him, well, his reaction isn't printable.

Warehouse—The next function is the storage of the finished product in the warehouse. The top-dog can be called *warehouse manager*. He is becoming a very important executive. No longer is the warehouse boss a tobacco chewing guy, as he has graduated to chewing a cigar. Eventually, you will see him graduate even further to possibly slim cigarettes.

An interesting phenomenon has occurred in the past several years and we would like to pass our brilliant observations on to you. As you probably realize, space is at a premium because it is expensive to construct a building. This is especially true in our large metropolitan areas, such as New York. The large discount stores no longer have a storeroom in the back. Every square inch of space is devoted to selling. This means storerooms and toilet facilities are out. Another reason why stores do not like to keep a big inventory is the cost of money is quite high today. Therefore, stores keep as little inventory as possible.

This creates two excellent areas for job opportunities. The stores don't like to run out of merchandise, because if they do, they will have nothing to sell. So they must put on a juggling act that is a sight to behold, and the guy in the middle might be called the "Inventory Manager" of the discount store.

At the other end of the spectrum, this situation places tremendous pressure on the manufacturers to ship products quickly, or as they say in the trade, "it should have been shipped yesterday, even though we only got the order today." The manufacturer must have the merchandise sitting right there on a warehouse shelf, ready to go. And this places pressure on the production scheduling to make sure they produce parts for the warehouse, and this is passed down to the buyer to make

sure he buys enough raw materials to make the goods. All in all, it makes business, and particularly the consumer goods business, fraught with peril, excitement and, naturally, problems, and when you have problems, you have - - - .

We predict the warehouse manager's job will increase in importance and with this comes prestige and salary and the works.

It is helpful if the warehouse man has an acquaintanceship with La Computer. It is beneficial to be a college grad and possibly to gather a Statistics and an Industrial Engineering course or two under the noodle.

The last man in the Materials area is the *Traffic Manager*. Some companies name it Distribution Manager. Again, this is an area that is coming up to the front rapidly. The Traffic Manager is a key man in the success of any successful company. His job is a tough one, as he has to ship goods over jam-packed highways, railways and airways. And, as our world becomes more and more of a one world, the importance of the traffic manager is increasing. He must be familiar with a whole list of U.S. Government Regulations, and, if he is shipping to a foreign country, he must also be aware of their regulations.

The Traffic Manager must be a "creative idea" man. The computer will help him to discover which is the best available way to ship his products, based on past experiences. However, when an emergency arises, it is the man or woman with ideas that gets the job done. This emergency might develop when a manufacturer of flower pots is two weeks behind schedule, and the flower grower has to have these pots on the first Tuesday after the first Monday, otherwise his entire marijuana crop will go to pot. So, to the rescue comes the traffic manager, who arranges to charter a stagecoach to get these pots out there on time.

There can be excellent salaries paid in this area, and we predict they will increase. It is a pressure-packed existence, so if your blood pressure is high, you might consider something else. However, it is exciting and can be highly rewarding. A foreign language or two might hold you in good stead.

13. Scene Four—Starting Out on a Job—John had listened to Bill's story with interest. He had heard about the dissension that was discussed in the Arm Bender's Pub by the Flighty Widget salesmen and secretaries, but he decided to go ahead and take the job anyhow. He felt they were a lot of malcontents and, if this job didn't work out, he could always get another anyway. So, John, you join the company. You work for Percy for a period of time and you two hit it off real fine. The reason that you get along so well together is you are generally so hung over in the morning from all the partying the night before, and the only solitary idea you can come up with is "it's time to go to lunch."

One day you are called into "Shade's" office. You all remember "Shades"—the guy that wears dark glasses all the time and is an assistant. Well, "Shades" says, "John, you have been doing a mighty fine job. I have heard nothing but good reports from Percy. I feel you really have what it takes and this leads me to a big question. Do you feel you are now ready to take on more responsibility?" You become quite excited about this time. You have big visions—more money, your own office, high-backed chairs, secretaries to sit on your knee, 5-hour lunches. Are you ready? "You bet your life I am ready, Mr. 'Shades,' " you reply.

"Shades" then begins to give you an idea of what they have in mind. Even though you have been in accounting, this is a production job. But "Shades" thinks you can swing it, as you took that Industrial Relations course in elementary school. "Shades" feels you should

have no trouble a-tall. They are closing up one of their plants out in the Boonies, and they are going to bring all the equipment into Flighty Widget. This does begin to be kind of exciting. "Shades" then continues, "John, when we bring this equipment in, you are going to be the man responsible for it. It will be your department. You will be Head Foreman and Aft-man." Well, to say the least, things keep looking up more and more. "Furthermore," "Shades" says, "we are going to raise your salary and up your beer allowance. Now, how does it sound?" Well, by this time you feel "Shades" is just about the greatest guy going. You kneel down at his feet and "Shades" says, "Have courage and faith, my boy. We are behind you."

Well, you are on trip nine and the machinery does come in as promised. You are a little disappointed, as it is in rather bad shape, but you work 25 hours per day to get the whole thing rolling. Only one problem after another crops up, and it is soon pretty obvious the equipment should possibly be junked, instead of being put into production.

You corner "Shades" one noon and ask him if you could junk most of the equipment and buy some new, faster operating models. "Shades" is shocked. "John," he purrs, "we gave you this opportunity because you felt you could handle it. Now you come and tell me the equipment is junk. John, this is not the kind of attitude we expected from you. Now go back there, John, with a positive approach and lick these picayune little details. I am going to forget we even had this little conversation."

So you again kiss "Shade's" feet and go bolting back to the line determined to make that equipment run. And it doesn't and it doesn't and you try and try—only things start to get worse instead of better. The top brass are hollering for better profits and less expenses and

your department is losing a bundle. "Shades" calls John in for a meeting and says, "John, you have got to get this thing turned around soon. We had faith in you, John, and remember you wanted the job."

The year finally rolls to a close and the books are audited and your department has posted a $500,000 loss. You are called into "Shades's" office and are not even invited to sit down. All "Shades" says is, "John, you are fired. I want you out of this building in 3½ seconds." You are thunderstruck. You don't know what to do. You behave like a complete ass and tell "Shades" off. What you don't know is "Shades" has a hidden tape recorder which is recording for posterity your every word. There is one other important factor you don't know. "Shades" has had it in for you ever since your first interview. He did not like that eyeball-to-eyeball stuff, so he made it his goal in life to get you. He knew the machinery they were bringing in from the plant that was being closed was worthless junk and could not be operated profitably. He also knew that his boss, the Vice-President of Manufacturing, did not want to write off this equipment this year, because the year was not turning out too well and they could not afford to take the loss, so the only alternative was to keep it running. There would still be a loss, but it would be far less than writing off the equipment which was on the books at a pretty exorbitant figure. "Shades" and his boss needed a scapegoat and, you, being the eager young man that you are, were selected. You could be blamed for the losses this year and maybe things could get better the next and they would junk the stuff.

You leave the Flighty Widget Company and head for the "Arm Bender's Pub." The troops flock in later on, only they see you at the bar and the silence is deadening. The Sales Extrovert says, "Geez, I just remembered today is 'Mother's Day' " and out he went. The Internal

Auditor didn't say anything, he just turned around and ran out the door. Finally, the Barkeep who has been your tried and true buddy during the last year says, "John, you S.O.B., you owe 2½¢ on your bar bill. Pay up and then please get the Sam Hill outa here, as you are driving away all my customers."

You sorrowfully pay your 2½¢ and leave. You decide there is only one course of action left. You must get together at once with "Trusty Treasurer," the keeper of the coffers. Your Dad and he were D.K.E.'s together at Falling Rock, and, although you did not have the opportunity to get together with him too many times he always said, "My door is always wide open."

You decide to try and catch him at the Tennis Club that evening. He has just finished up his game and is taking a pause that refreshes in the locker room, when you come up to see him and say, "Mr. Treas., could I see you for a moment?" Boy, he looks like he is about to die right there on the spot. He says, "John, I have to meet my loving wife right this second." But you bore ahead and, as he gets up to walk out, you walk with him. "Mr. Treas.," you say, "I don't mean to bother you, but did you know I was fired this afternoon? It was very uncalled for."

Well, Mr. Treas. commented, "He hadn't heard about it and he was really sympathetic and the best of luck to you, John. You will probably get a better job than the one you had anyhow. You were too good a man for that rinky-dink job."

You say, "Mr. Treas., can't you do something to help me? Talk to Mr. 'Shades' and see if there can't be an executive clemency for me. You know, you and Dad were good friends, and he always laughs a lot about that time back in school when you got into that 'little difficulty' with - - - - - ."

Well, "Treas." says he will see what he can do, and

he stops in to visit "Shades" next morning. "I was talking with John last night. He feels he has been maligned and wanted me to ask you to change your mind and give him another chance. Was he as bad as what they say?"

"Shades" says, "Even worse. We tried to cover up his mistakes. He made so many of them that we could not possibly stop all of them. The poor guy just didn't have it. And now he visits you, after all the help I have given him. That's gratitude for you."

About this time "Treas" starts backing out the door. "You had your reasons, 'Shades,' and I tried to help the rascal. Some people just can't be helped, and his Dad was such a fine person. Could you do me one favor, 'Shades' and call John back for an exit interview. Please tell him that I spoke with you. Can you do that, 'Shades'? By the way, I am looking over that forecast and budget for your department next year, and I did see a couple of - - little - - -. Well, anyway, 'Shades,' let me know how you make out with John."

Well, "Shades" is fit to be tied, but he calls John and asks him to come in the following Saturday morning at about 7:00 A.M., and this is how this little visit goes.

"John, 'Treas' tells me you feel you were shafted. You really weren't, John. We merely felt, for your own good, you would do much better elsewhere. And you can count on me to support you, John. You can always count on my cooperation."

And where do you end up, John? No place but the frigging flophouse as one of the unemployables.

We don't think we have to moralize on this story. We only suggest you check the company out, and particularly the people with whom you are going to work as thoroughly as they check you out. You can't afford to make a mistake. They can.

14. Systems and Procedures Department—This is a very difficult department to place in a nice, neat package, as some companies will include a wide variety of functions while others will include only one or two. Basically, this department takes part in four major functions:

Systems Analysis and Design—This sub-department assists other departments within the company or government agency in helping to improve their methods of conducting business. As an example, it assists finance, marketing and engineering to do a better job. In essence it is an organization's own management consultant.

This department also enters into such functions as office layouts and management audits (determining how well the management of the organization is performing—this can be a pretty thankless job).

A few job titles are—Senior Analyst, Systems Consultant (helping the other department with computer utilization), Project Managers, Operation Research Analysts.

The pay can be quite good. As an example, an operations research analyst can make as high as $25,000 per year. The job opportunities are naturally with the larger companies, as they are the only ones that can afford such a department, or, for that matter, have need for such a department. The Federal and State agencies frequently have such a department in their organization. We feel this department could be an exciting place to work, as you are continually doing new things and working on new problems.

A good educational background could include mathematics, management science and some computer training.

Forms Design and Control—This sub-department is geared strictly to large corporations, and its function is to see to it that its forms (purchase orders, customer

invoices, etc.) are designed and ordered in an organized manner. With the vast number of forms that a large corporation or government agency requires, such a department is a necessity, otherwise everyone would be running off helter skelter doing their own ordering.

Manuals—This sub-department acts as an editor for corporate reports and is also responsible for publishing manuals on its own. A background in Business Management, English, Journalism and possibly some practical experience in Printing and Publishing could prove to be invaluable.

Management Information Systems—Instead of making this a sub-department, many corporations make this a major department that stands by itself. The management of information is critical to the success of any corporation or government agency. Paperwork is snowballing, as it is now estimated there are 1500 trillion pieces of paper that are already filed away, and information is only worth something if you can find it when you need it and want it.

The M. I. S. sub-department is split into three functions:

Records Management: It is this group's responsibility to design a program for creating, filing and servicing records. This group must decide how long records must be kept, and then destroy them when they are no longer needed. It's not an easy job to decide exactly what to do. It's rather like Grandmother keeping old copies of Life Magazine. The group is also responsible for improving filing techniques and this can have tremendous fringe benefits, as this is where a great many good looking gals are known to work.

Library: There is a wise saying, "no matter what you are trying to do, somebody has already tried it in the past," and this is why a library can be so important. We feel more and more corporations will be maintaining

their own libraries and we foresee independent business libraries springing up. It will offer a great deal of opportunity.

Data Processing: This field offers excellent possibilities for the future in just about any industry, private agency, or government organization that you could mention. We will discuss these opportunities in the Industry Section. The following are a few of the job titles that pertain to this field:

Operations Manager: He is responsible for designing, implementing and controlling computerized systems. He will probably have 7-10 years of data processing experience and his salary will be in the $16,000-$25,000 range. He undoubtedly will be a college graduate and will probably have an advanced degree. His job is a "people oriented" one and this is one field where nice guys finish first, as he will spend a great deal of his time working with other departments. This individual must be able to express his ideas clearly and concisely by oral and written word. This, to us, is one of the amazing aspects of many of these technical jobs—that you do spend a great deal of your time on thorny computer problems, but much of it is spent communicating with others. English is darned important in this world of today and tomorrow.

Computer Liaison: This individual spends the majority of his time working with other departments and helping them to incorporate the computer into their area. It can be a challenging job—can you imagine trying to get a bunch of hard-drinking, back-slapping, big expense account, old-time sales pros looking with favor upon a computer that will provide an instant replay as to how much they have spent and how successful they have been on a given day. One question that anyone entering this job should consider is what is left over for you to do when you have the computer well incorpor-

ated into all the divisions of the company? You may have worked yourself out of a job. Hopefully, you will be kicked upstairs (that's not the head) and are set for life, or you can go forth to slay another company's problems.

Systems Analysts/Programmers—The basic job here is to develop and implement solutions to problems, and in the computer field you are faced with continued problems. All you had to do was to take a look at your bank statement a couple of years ago to decide that banks had computer problems, but the problem solvers stepped in to save the day, and it is rare that statements are screwed up anymore. The analyst will probably have at least 3-5 years of computer experience and his pay will be in the $12,000-$16,000 range.

Computer Operator—This is "de" place where it all begins, and you will probably spend a considerable amount of time learning to operate a computer.

15. Kareer Killer—Responsibility with No Authority—When you are selected to do a job, you had better make certain that you have the necessary tools, or let's be honest, the necessary weapons to really do the job. You must have the authority to back up what you feel must be done.

Going outside the business world for a moment, the quarterback has authority vested in him, but it is only as strong as the weight he carries. If the quarterback has leadership ability, he will listen to the advice of his teammates. However, the ultimate decision, as to what play should be run, is still his. A strong quarterback has been known to ask his fullback to "please be quiet" in the huddle. If properly provoked, he might use even stronger language on occasion—like "Gol Dang it, Harvey."

Business is the same way, and not having the authority to complete a job is one of the biggest wreckers

of business careers. A newcomer can be easily crushed in these conditions. This is why "Assistants to" are so eager to get some other title, as they really have very little actual authority.

"Reggie the Recruiter" took a job which he felt had outstanding potential with a company called "The Sky's the Limit." On the Street, it was known as "the Limit," and in some quarters it was known as out on a limb. Reggie was given the opportunity to hire an entire new executive team, because the old one was worn out mentally, physically, or, at least, it was felt something was wrong with them. Reggie was told he would have sole responsibility for building this new elite cadré up and, to say the least, he was mighty excited.

There was a Vice-President of Manufacturing who had been there for, lo, these many years. He was an old hand at corporate in-fighting. He felt he was terribly overworked and felt he needed help, so Reggie was asked to line up an assistant for him. Reggie thought this should be a relatively easy task. So, he advertised in the Journal and regional newspapers and sent out announcements to all the "headhunters" throughout the land. The response was fantastic. Now Reggie was a wise young recruiter, and he made some very difficult requirements the job candidates must pass before they could even be considered. They had to have an I.Q. of 165, be an ex-All-American, be happily married, have all sorts experience and stand 6'4" tall right on the button, and be able to chug-a-lug a pitcher of marts in 30 minutes. Reggie was good at his trade. He wanted to limit the number of job candidates, so they need interview only the best. He wanted to save the Manufacturing Vice-President (Manny) time and effort. He would only have to look at those who were absolutely qualified to a "T." Well, Reg collected 25 guys, and one gal, as candidates for the job.

Now, there is a slight problem that Reg did not take into consideration. He had been hired by a new vice-president, who had recently come into the company. This man wanted to see Manny in some other position —a position of unemployment. Now, Manny was no dodo either. He realized this all too well. However, outwardly, he gave every evidence that all was well with the world and that he actually wanted an assistant. Manny told Reg, "Reg, boy, bring in those candidates —about one a week—so we can interview them. I am sure anxious to get some help."

Well, those very well-qualified candidates came in week after week, and they went through the whole interview bit. They appeared to everybody to be well-qualified, but not to Manny. Manny did not like this one because he spent too much time working for one company, or that one because all of his experience was with a big company, and this went on and on for weeks which then stretched into months and finally years. Poor Reg was beside himself, as he knew he had been bringing in good men. Even worse, the President of the company felt they should have hired some yoyo by this time. After all, 2 years and all those thousands of dollars was a little too much. "What is the matter with that Reg, anyway!" he muttered to his new vice-president. Well, the new V.P. knew damn well what the matter was, but he couldn't blow the whistle on Manny, as Manny still had a great deal of power in the Court, so he directed his ire toward Reg. "Reg," he said, "we gotta get somebody." Well, big crocodile tears welled up in Reg's eyes. He knew his time was up, and, when he saw that noose hanging from the chandelier in his office after returning from lunch, he knew it for sure.

There are numerous other stories we could conjure up. Take the case of the new product development manager who was brought in to develop a line of proprietory

products. The major obstacle he faced was the company had absolutely no experience with proprietory products. They had, up-to-now, only manufactured custom products.

As an example, a game is a proprietory product. The company thinks up the game, develops it, tests it and then sells it to the public. Now, if there ever was a speculative field, proprietory products are it. It is very uncertain if the new game will sell, and marketing plays a predominate role in the product's success, or failure. However, if it does take off, the financial rewards can be excellent.

On the other hand, a custom product is made specifically for one customer. A customer will send in a printing order for 100,000 pamphlets. There is little marketing required, and it involves little risk, as you have a firm order.

Now, what kind of reaction do you feel a poor guy coming in to develop proprietory products in a custom type operation would get? The head man in that corporation had better make it pretty plain to all employees down the line that all their futures are tied to proprietory products. He had also better give the new product development manager the authority to get things done. He must be able to go to the machine shop and say, "You promised those samples by Friday the 13th, and I expect to get them." If he doesn't have the real and imagined authority, the new product man will soon be sitting in an ash can asking—"wot oppened?"

The moral is, if you are assigned responsibility to do a job, you had better be dead certain that you have the authority to back it up.

16. Engineering Support Department—Manufacturing industries are the principal users of a Technical Support Department. There are several job titles in the Engineering Departments. The top man in the hier-

archy is the college-graduated engineer. He has associates who assist him—they can be Associate Engineers, who have graduated from a technical school, and the next rung is Technical Assistant, or, as he or she is more universally called, the Technician. The engineer is the highest paid individual, and then the associate, and then the technician. Let's discuss a few typical engineering departments.

Applications Engineer: It means exactly what it says—applying a product. Suppose your trustworthy president of your corporation had one too many at the country club bash last weekend, and he becomes involved with a beautiful blonde Hungarian waif who is the U.S. Representative for a new secret plastic foam that will revolutionize the world. Your boss at 3:00 A.M. signed on the dotted line to be the sole manufacturer in the United States for this foam, and he has signed a guarantee bond that requires his company to produce 1,000,000 lbs. of the stuff each year. On Sunday afternoon he begins to feel blue, and on Monday morning he feels like taking to the bridge, so he calls his application engineers in and says, "Boys, we have the opportunity of a lifetime, as we have just been appointed the exclusive producer for this wonderful, new, supersecret Hungarian foam. Now, go ye out and find some suckers who can use it." That's Application Engineering.

Design Engineer: These boys and girls are responsible for designing those cars that fall apart upon impact, or designing a futuristic plastic bottle that leaks. In design engineering, you are creating and you spend a great deal of your time working with other departments. With the recent emphasis on doing your own thing and the need for personal identity, the demand for design engineers should increase in the years ahead of us.

The biggest problem you face as a design engineer is you can be a big hero one day and a bum the next.

Development Engineer: Basically, this group is responsible for developing new products. Development engineering can be an exciting area, as you frequently are able to get on the ground floor when a new idea is conceived and possibly stick with it until it goes out the door as a finished product. Companies at one time would let an engineer begin a new project, and then it would be turned over to someone else. This was one of the biggest causes of employee disgruntlement, and the policy has since been switched in many corporations.

Product Engineer: Most of the new products that you see on the market place have been carefully nurtured by a product engineer, who is responsible for seeing to it that the product is developed and done so on time. As an example, a new mini-bike probably has had an engineer stay with it from start to finish.

Project Engineer: This engineer is responsible for a whole group of products, or one major product. The project engineer can be called many different titles. He can be called project coordinator (brings all the departments together) or project manager. There is one word that is repeatedly used in engineering and particularly in the computer area, and that is interface. Everybody uses this word and it is mucho "in." Basically, it means to talk to, or communicate, so when the project coordinator interfaces with the production control department, it means he goes over there and talks with those boys about their problems. He may be in charge of project X, and he has to know what the manufacturing schedule looks like in the future, so that he can know when he will be able to fit X into production.

Distribution Engineering: This is a new department that can provide excellent opportunities in the years ahead. In many companies, this department might fall under the Materials Control Division. This department is responsible for seeing to it that their customers are

provided good methods to handle their products. In the case of a brewer, one of the biggest problems he faces, other than rats getting soused and falling into his vats, is how efficient his distributors are, because their degree of efficiency determines how much beer his company will sell. Therefore, he is more than willing to send a distribution engineer out to help the distributors.

Customer Service Engineer: Basically, the same job as above. The manufacturer of plastic bottle-making machines has a task force of engineers who go out in the field and work with customers. When a plastic bottle maker starts putting out milk jugs which have a hole in them, he puts in a call for a Customer Service Engineer. It can be a great way to spend your life, as you are able to travel and visit interesting places, and the pay is excellent.

Manager of Reliability: This function is to make sure that the product is made to specifications. In actual practice, this job may fall under the Materials Control Department, Quality Control Section. The aerospace manufacturers love to use this job title.

Packaging Engineer: This individual should be creative and must be able to remain calm under trying conditions. As an example, what happens to all those cigarettes when the glue doesn't hold the flap? Basically, a packaging engineer must be innovative.

Industrial Engineering: The industrial engineer has come a long way from being the grim faced S.O.B. with the stop-watch who went around checking to see how fast Joe screws in that bolt on the Model T. No, the industrial engineer of today has some exciting work cut out for him. Joe, on the assembly line, is now a young radical, and he is intelligent and gets rather bored standing there shoving in that same bolt hour after hour. His pay is excellent, but his sense of accomplishment is unfulfilled. So, the industrial engineer of tomorrow is go-

ing to have to devise new ways to keep assembly line Joe happy and productive. He may devise a way that Joe is responsible for the assembly of a door, or is revolved around to different jobs. In an industry that is as highly automated as the auto industry is, this is a difficult task. The I.E. continues to perform such functions as setting standards for performing a job, supervising plant maintenance—he is the fellow in charge of the custodial engineer—improving plant layouts—this includes arranging machines so they work in sequential order and so on. I.E. is not a boring job and involves you in many different activities.

Production Engineering: The industrial engineering and manufacturing engineering departments in many corporations perform the same duties. Both possibly do time and motion studies. As the name implies, the production engineer's main responsibility is on the production line. It is his job to see to it that the products are manufactured. A good trait is to be well-organized and familiar with modern manufacturing practices.

Mechanical Engineer: As in industrial engineering and production engineering, the mechanical engineer blends in with the other two areas. The industrial engineering department probably has a number of men in the department who have mechanical engineering degrees. More and more corporations are turning from using the term mechanical engineering, as a job title, and using, instead, a term that is more definite, such as production engineering, or as the following.

Systems Engineering: It is involved in many activities. Systems engineering falls into several major industries. A highway traffic engineer is a systems engineer. He must synthesize and analyze a system which will increase the flow of traffic in city streets. Systems engineers are also used extensively in the computer industry and in the communication industry.

We hear quite a bit about systems these days; what is it all about? Basically, the large manufacturers make every effort to sell a system instead of merely selling one product, and there is no question that this makes a great deal of sense because the manufacturer not only brings in more dollar income, but he effectively locks out the competition. Today, everybody talks about systems. A system could be a large computer company going in and selling a corporation all its computers, plus all its electric typewriters and adding machines, or it might be selling a school all its physical education equipment which would be a system, or it could be the Avon gal coming in and selling the lady of the house all her cosmetics—this is a system.

You will be hearing more and more about systems engineering, as, with the trend toward merger and consolidation, more and more companies will be offering systems, as they make everything from soup to nuts.

Cost Engineer: This individual is a cross between an engineer and an accountant. He should have experience in engineering and cost accounting, and probably the computer thrown in. A major area is assisting in forecasting and predicting capital costs (the purchase of new machinery, etc.).

Chemical Engineers: Deal with petro-chemicals and just plain chemicals, and chemicals can be used to fuel your Mercedes or to make plastic milk bottles. There are excellent opportunities—just suppose you are the first engineer to discover a plastic that evaporates.

Electrical Engineering or an Electronics Engineer: This group was badly burned in the cutbacks of 1970, but will, in our opinion, make great comebacks. The stereotape industry of which, we believe, most of you are familiar, has tremendous opportunities for the future. We believe the new audio-visual cassette markets offer excellent possibilities. When you can select the program of

your choice for viewing, it just has to be a winner. A number of people feel the audio-visual cassette market is a long time off. We feel it is nearer than you would imagine.

Facilities Engineering: With the amount of commercial building that is going on, this has to be one of the brighter spots in engineering. Facilities engineers plan and design new buildings and renovations to existing buildings. They estimate building costs and they analyze the results.

The two favored degrees for a facilities engineer are Mechanical Engineering and Electrical Engineering. These degrees help them to install ventilation, air-conditioning, plumbing, piping, etc.

Sanitary Engineer: With the new emphasis on pollution, a good sanitary engineer is a must.

17. Research and Development Department— Since we all live every day of our lives in the future, and R & D is concerned with products for the future, the future of every corporation depends upon its R & D Department. That is a roundabout way of saying a good R & D Department is vital to the success of every manufacturer.

Actually, the R & D Department is a much maligned critter. A great many people think of it as being a brainy bunch of gals and guys with thick glasses and their heads up in the clouds. Actually, it is quite a bit different.

Let's take a look at some of the possibilities. A new group that has been set up in many corporations is called "Venture Group." This group has the responsibility of screening and evaluating new products. It conducts product and concept testing. As an example, we formed our own little group to test the idea of writing a book about "Careers" that we would offer to the youths of America. A number of executives we talked with told

us we were out of our skulls, so the logical thing to do was proceed with the book. Does this make sense?

Anyway, these "Venture Groups" can be a great way to spend your corporate years. A good manager must be a good organizer, an analyst, gambler, inventor, dreamer, scientist, and great leader. Basically, he must be well-organized, and he must be able to get along with people—so what else is new! Nothing, except it can be the most exciting job in the world—to work with the formulation of new product ideas and, eventually, the development of a new product.

We have found one of the real frustrating and irritating facts in the R & D Department is the inability of a man, who is working on an R & D project, to follow it through to completion, as he must turn it over to someone else and then start something new. We all like to have the feeling that we have done a worthwhile job by seeing it through to the bitter end. It is something you might want to keep in mind.

18. Kareer Killer—The Procrastinator—Let's suppose you are an R & D director, and you have spent the last 20 years with the Over-the-Hill Company. You will hopefully make it through the next 5 and then retire and live the good life on a nice fat pension.

What could be your business philosophy? You probably want to avoid making any big mistakes, and one way of doing so is to *do absolutely nothing.* It is quite a feat to look as though you are a whirlwind of activity and doing great things, but, in reality, you do nothing. How do you handle yourself? You find fault with every new product idea that comes up. You puncture everything full of holes. If you can't spot something immediately wrong, you ask for more data. You refer it to committee. You send it back to correct a spelling error. You possibly fire the guy who originally made the report and bring somebody else in to do it over. You

avoid, delay, stall making any decision, and therefore make no mistakes. Before you know it, your 5 years are up and you are a free man.

There are more executives like this than one realizes and you will find them in finance, marketing and engineering. These executives will slowly but surely strangle a company and an ambitious young executive. Avoid them, if you can, by following our suggestions on how to investigate a company.

19. Planning Department—

Planning Acquisitions—There is an old saying that is used in the stock market—it goes something like this —"Buy Low and Sell High." The same expression could be applied to buying a company. The only problem was that a lot of the men and women who had the Planning Acquisition's job in the 1960's reversed it. Their companies paid far too much to acquire another company, and in 1970 the poor acquiring companies had to "pay the piper." However, this is now past history, and the Planning Acquisition's job goes merrily forward.

One of the reasons why this is such an attractive job is you are always working in the future. You can always talk about what will happen tomorrow and hopefully "tomorrow never comes." A good Planning Acquisition's man will be working at the corporate level and will have the ear of the company's President. If he plays his cards right, who knows what fame and fortune await him.

Economists—The economist has reached the same pedestal of corporate power that the Management Consultants used to have. He is worshipped, loved and revered by corporation presidents, as he is the one who is able to look out over the stormy future and decide the fate of the corporate ship. In today's vibrant, changing world of business, companies and institutions must depend upon their crystal balls to tell them what lies

ahead. Companies now have one year forecasts, two year plans, and some even go to one hundred year plans.

A good background for breaking into the Economists' racket is to obtain a B.S. in Economics, go on and get an M.B.A. and possibly even a Ph.D. Then scramble in a little astrology, and you are ready to go on to fame and fortune.

Long Range Planning—This can be even better than short range. We are going to throw a few job responsibilities at you that are included under the planning function: These include long range business strategy, facility planning, long range forecasting and international planning. Possibly in the next 30 years, it will include interplanetary planning.

It is an excellent opportunity. Again the pressure is minimal, the salary good, the working conditions excellent (lots of executives suite conferences) and the condition of working with top management.

Your background might include Business Administration or Engineering, or Huckstering, plus some financial experience, marketing, and a little production. In other words, an all-around cat. The pay—$18,000 up.

20. Real Estate Department—With the tremendous growth of chains and the number of high rise buildings, banks and stores which are springing up, this has to be one of the finest areas of opportunity for an aggressive young person.

There are many possible titles that are applied to the executives in this department. As an example, he or she might be called Property Management Operations Officer, or Corporate Real Estate Manager, or Director of Real Estate. The officer's basic responsibility is to select sites, negotiate and arrange for leasing, maintain a building, etc.

A background could include architecture, facilities engineering, real estate brokerage, or possibly finance.

The field is still in its infancy and should expand rapidly in the years ahead.

21. Failure to Adjust to an Imperfect World—We are basically all hypocrites and differ only in degree or subject matter. Let's take a few for instances.

You are a young banker and your boss, a Vice-President, has three very big butter and egg men, who are sizeable depositors and who are coming into New York and want to see a World Series game. The problem is the Series has been sold out for weeks, and there are absolutely no tickets left. The V.P. gives you $300 and asks you to meet a ticket scalper on Times Square and purchase three tickets from him after you have passed the Cub Scout salute countersign. Do you follow his instructions without question?

You are a school principal and you are asked to sit on a panel with the School Superintendent and answer questions at a public hearing. An irate gentleman asks about the overcrowding and violence that is taking place in the schools. The School Superintendent glibly answers there is absolutely no violence and there are no classes that have more than 30 students. Yet, you know for a fact that several of your classes have 37 students, and you know of at least two young teachers who were physically attacked in the past week. Do you remain silent?

You are an accountant with a company that is having a particularly rough year, as sales and profits are drastically off. Your boss, the Vice-President of Finance, asks you to capitalize some recent additions instead of expensing as you normally would. You know darn well the additions are not capital items that can be written off in four years. The ethics of accounting and the tax laws require they be expensed in one year. What do you do?

You are a student who is placed in a probationary

honor system program. You are asked to take a test and there are no proctors—you are on your honor. Yet, here is a guy in front of you copying from someone else like crazy. What do you do?

You are and will continue to be faced with questions like these every day in your life. You had better take a close look at yourself and decide now what you are willing and not willing to put up with. You must decide where you will draw the line, and then you had better select the right company and the right boss who is in tune with that line. Possibly, you may choose to remember that old proverb, "Let he who is innocent throw the first stone."

If you do not decide what you are willing to live with and, more importantly, what you are not, you will find you go through life driven to wrack and ruin, a disillusioned individual who is never truly effective. We suggest you make a relatively strong stand when you are young, as you will find (and odds are big, 1000-1) that conditions you would not tolerate at one time become much more tolerable in your later years.

22. Technical Assistance—Sit back and reflect for a moment. What fields are virtually monopolies? Who makes a great deal of money? Who are able to charge pretty much what they want? Where are there more customers than services? Believe us, there are few areas that meet all of these requirements, but there are a few.

Topping the list has to be the medical profession. Most of us are tickled to death (no pun intended) to be able to see a doctor. With the increase in our probable life span, the demand for doctors will continue to rise. Everyone says something must be done to alleviate the situation, but what can be done?

Doctors are beginning to use para-medics or assistants in their work. These assistants are doing more and more of the doctor's work. The prescribing is still pretty

much left up to the doctor's wife, but we do feel the field has excellent possibilities for the young person.

We also feel the computer has barely scratched the surface of the medical field. It will be used more extensively in the diagnosis area. Thousands of case histories can be funneled into the computer and the diagnosis will be made, based on the experiences of many doctors instead of one. Just think what a blessing this will be for doctors. They will no longer have to sit there and listen to a pain-by-pain description of a patient's ills. No, they will be able to place the lucky patient in a soundproof room and let the computer hear the sorry tales. We imagine computers will be made that can cluck at the appropriate times.

Basically, this area offers exciting possibilities and will require computer personnel who are familiar with medical mumbo-jumbo. The pay should be excellent because, as we have said, who earns more money than doctors?

A second area is the legal profession. Let's face it, we are a nation that is so tied up in legalistic knots that we all have a day or two in court. The legal profession needs help, as it simply has been unable to keep up with the 20th century.

We project that more and more lawyers will turn to the use of assistants. These can be darn good paying jobs. There will be real estate assistants, tax assistants, estate tax assistants and on down the line. At the present time, there are several schools being set up to train assistants. It offers ideal opportunities.

We also feel the computer has barely scratched the surface of the legal field, and we know it will have to come into wider use in the future. It is human to err, but a computer, once it is properly programmed, makes relatively few errors.

23. Where Do You Go from Here?—You can

obtain additional information from four sources:

Associations: Each occupation has several associations which are generally most willing to provide you with a great deal of information. Several have taken that extra step and are providing information on a local basis. As an example, the Rochester Chapter of the American Marketing Association, during a recent Xmas vacation, provided a student phone-in. The student could call one of the members, who was in business, and ask specific questions about job opportunities. There is nothing like getting it from the horse's mouth.

The associations are listed in "Encyclopedia of Associations," which is published by Gale Research Co., Book Tower, Detroit, Mich. 48226 and is probably available in your library.

Magazines: Each occupation also has a number of specific magazines that pertain to it. These are listed in Standard Rate and Data Services Directory, 5201 Old Orchard Road, Skokie, Ill. 60076 and is available in your library.

Books: WWWWW/Information Services, Inc., also publishes a series of books about specific occupations. These books are continually updated, in some cases every month. These Occupation Books are listed on a card in the back of this book. Please indicate the specific one you are interested in and mail the card to us.

Newspapers: An excellent method of obtaining additional data is to study the "Help Wanted" ads in your newspaper, the New York Times and the Wall Street Journal. These ads will provide you with a wealth of information and will tell you which occupations are in demand, what types of companies are hiring, and what type of individual they are looking for.

Part Three:

Choosing the Right Industry

24. Types of Industry—Once you have been able to narrow your choice of occupations, your next task is to select one or several industries which you feel have potential. This is a tremendous task, as there are thousands of possibilities that you should consider. We have listed on the following pages a number of industries that we feel have potential and also some that we feel have problems and should be avoided. We also note what type of individual and what type of background has been most successful within a particular industry.

Construction

Housing—15—The construction industry *has to* boom in the 1970's. The boom that everybody had been predicting for the 50's and 60's never developed because housing rated below Korea and Vietnam on the priority list. However, the demand for decent housing far exceeds the existing supply, and it is getting worse every day. We predict the Federal Government will make housing its Number One priority and will channel tremendous sums of money into it.

Since housing construction will expand, it should provide excellent employment opportunities. There are three ways to get into the housing boom. You can work for a manufacturer and/or supplier of parts to the industry. As an example, we predict more and more plastic parts will be used in housing, therefore, one could work for a plastic's manufacturer who is making or considering making housing parts. Or you could work directly for the builders. We predict excellent growth for

the following types of housing: prefab homes, duplexes, second homes (vacation homes), apartments, mobile homes, and business construction, office buildings and factories, and remodeling older homes.

A third way to get in on the housing boom is to work for a Federal Agency or State Agency that deals with the housing industry. Possible Degrees and Occupations:

Architect: An exciting area. All one needs to do is look at the new churches that are being designed and the new high rise buildings.

Draftsmen and Designers: The job entails designing buildings, writing specs, obtaining cost estimates, negotiating building contracts.

Construction Engineer: Architectural engineering background. These are the men who put up those monsters. The job requires leadership skills and the ability to make decisions quickly—like "look out you are going to fa - - !"

Highway—16—The other types of construction that must boom in the 1970's are highways and rapid transit systems. As soon as a new highway is completed today, the existing vehicle traffic makes it obsolete. The answer is more highways and more rapid transit systems built with government funds.

The three ways to enter this field are the same as above. You can work for a supplier of parts. You can work for a government agency, such as the Department of Transportation, or you can work for a contractor. In the latter case, if you plan to actually work on building highways or transit systems, you would be better off with a civil engineering, or possibly an electrical engineering degree. However, for every direct worker, there are support workers in the office, and this provides opportunities such as we have previously discussed, as a contractor needs financial people, personnel, information systems, sales, etc.

Forward Planning Manager: These are the men and women who locate and select sites for buildings and shopping sites. They become involved in legal and purchasing aspects of land acquisitions and also get into public relations. Some legal training would be helpful.

Manufacturing

Food Products—20—Americans enjoy eating and food prices continue to go up, and, as long as these two conditions continue to exist, the food industry offers excellent possibilities. The marketing area is particularly attractive, and, since the average company offers such a wide variety of products and has so many customers, the materials control, finance, and management information systems also have potential.

Tobacco Products—21—In spite of all the hullabaloo, these companies continue to grow by diversifying into other fields. When an industry moves into *new areas for them,* it can offer an excellent opportunity for the individual who already has experience in that field. As an example, suppose Reynolds Tobacco decides to enter the cassette tape field by acquiring a small company. Reynolds is many times bigger than the acquired company, and you know they will be pumping money into it and will need additional people who are experienced in the tape recording field. You, being an expert in tape recording, can very easily qualify for a good position with Reynolds.

Textile Mill Products—22—It will benefit from the trend toward individuality of dress and the growing clothes consciousness of the American male. For years, without success, the clothing industry has tried to get the men of America to wear something other than a white shirt and a gray flannel suit. Today, the American male has gone wild in his dress, and it should offer opportunities from designers right down the line.

There are certain jobs that pertain strictly to this industry. These include chemical and textile engineers, textile chemists, and textile technicians.

Furniture and Fixtures—25—There will be a continuing demand for furniture. There are several trends that should be watched. Our nation is on the move, and, as a family moves from place to place, it tends to lose its sense of identity. Therefore, many of us long for the old fashioned ways and prefer antiques and colonial furniture. This is one trend.

Another trend is the desire for individuality in furniture. Young Americans have their own taste, and this will provide a continuing need for smaller companies to satisfy these tastes. Some companies will produce old Colonial, while others will make old Dutch furniture. These companies will require creative people who will stay attuned to the needs of the American people. Basically, it will offer excellent opportunities for the executive "to do his own thing."

On the other hand, there will be a large demand for standard furniture. Large companies will mass produce plastic products. There will be more foamed plastic furniture and many new types of outdoor furniture. This is another example of an old industry moving into new fields and should offer excellent opportunities to those individuals who are experienced in plastics.

There is a side benefit to the furniture industry. Many of their factories are located in some fine places to live, like High Point, North Carolina.

The furniture industry needs all the basic requirements a manufacturing company does. We feel there is a great deal of room for better ads, and advertising could provide excellent opportunities for talented femlibs.

Paper and Allied Products—2c—This industry is booming and will continue to do so. The large paper

mills are generally giant corporations by necessity. The public relations boys have reaped a bonanza in the last several years by trying to explain what great things these paper companies were doing for the ecology.

The large companies are developing many exciting products such as disposable garments, paper filters, paper furniture to support a 200 lb. man (no fem-lib will claim this one), pie plates that will resist temperatures of 550 degrees, paper circuit boards and battery separators and on and on. The one fly in the ointment is paper does create a great deal of waste, but the answer to that is paper bags and pouches will be bailed under compression and sunk offshore to form artificial reefs and can also be used to fill holes created by strip mines. What your grandchildren will do when all the holes are filled is open to question.

Paperboard Containers and Boxes—2650—With the emphasis that is placed on impulse buying, packaging has become one of the strongest industries in the United States. It should continue to grow in the future.

Printing, Publishing and Allied Products—27—There are 800,000,003 books printed every year, and you add on top the newspapers, magazines, and you have a huge industry. You are offered a variety of possibilities, as you can work for a large company or you can go-it-alone as a one-man printer.

We have heard a great deal about segmented marketing—a company making a special product for a special group. This concept will greatly benefit the printing industry, as it does provide some opportunity for the specialty magazine and specialty newspaper. As an example, the suburban weekly newspaper is growing by leaps and bounds. As we have mentioned, many of us have lost our sense of identity, because we have moved so much. "Life" noted that many young people have no desire to move a great deal in their adult years, pos-

sibly because they have already moved so much. The community newspaper provides news about our neighbors and does provide some identity.

We feel the printing industry should not become complacent, and remember it is basically an information industry which can be provided by written, audio, and visual means. An interesting development is the copy machine manufacturers attempting to make a machine that is competitive with printing. This will mean that a great many industries, that currently have their printing done outside, can do it themselves (or "in-house" as it is called).

The best way to get ahead in publishing is to have an advanced degree in business or education.

Pharmaceutical Preparations—2834—The emphasis that will be placed on national health in the 1970's and 1980's should make this field one of the fastest growing industries of the future.

In the production and processing areas, the best opportunities for promotion are open to holders of medical and scientific degrees. The marketing area offers excellent opportunities to the non-technically inclined.

Since these companies have to spend a great deal of their time dealing with government agencies—a legal degree is very helpful.

Soap and Other Detergents—2841—Do you believe one soap is better than others? A number of people who hold marketing jobs with detergent companies certainly hope so, as it is their job to convince you there is a difference, and who knows—maybe there is.

The large soap manufacturers such as Proctor and Gamble and Colgate can provide one of the finest training grounds in the world for marketing personnel. P. & G. has probably trained more marketing executives than any other company in the United States.

Since the soap companies sell a wide range of prod-

ucts to a wide number of customers, there are excellent opportunities right across the board—marketing, personnel, M.I.S., finance, and especially materials control.

Perfumes, Cosmetics, and Other Toilet Preparations—2844—One night of viewing television will convince just about everybody that cosmetics are big business. Men's toiletries are just now making the scene, as its yearly sales are only about 700 million dollars per year, but it and women's toiletries will grow at a furious pace.

Our studies indicate this field has more young executives than any other industry, so that if it is your desire to get to the top in a hurry, this is "de" place. Marketing is the name of the game, and an advanced degree won't hurt you.

We would like to caution you, however, about being fooled by appearances. Despite the fact that these boys and girls sell fragrance, you will find it is a rough and tough ballgame and tension runs high. This industry chews up sweet, innocent little boy blues and then bottles them, so go in with your eyes wide open.

Rubber and Miscellaneous Plastic Manufacturer—3079—Plastic can replace metal, wood, glass, wool and eventually people. It has unlimited possibilities. The golf course's all plastic carpeting will ruin many a duffer's game, as he will no longer be able to nudge the ball to give himself a better lie. You will be able to select any color for your front lawn and, if you think you have seen neighborhood disputes before, just wait. Plastic will eventually replace glass, and you will have the option of having a transparent roof. Houses will be built of foam that will be stronger than wood, or is it steel?

You remember those cheap plastic toys you used to play with? Well, your kids will have expensive plastic toys to break, and you will see digital computers, new real-life dolls, more do-it-yourself kits so they will be

able to build all sorts of electronic gadgets from radios to nuclear warheads. We could go on and on, but the field does offer some exciting possibilities. The non-technically inclined will be better situated with those companies that do sell consumer products.

Metal Manufacturing—33—Most of our steel companies face serious problems. In the future, steel making capacity will be small, more efficient and operate closer to capacity. Many steel companies will be forced to diversify. They will bear little resemblance to the giants that exist today. As an example, U.S. Steel has purchased a plastic division, has entered executive air travel, and is getting into aluminum and housing.

Most of steel's problems arise from the great increase in foreign imports. Steel men are finding that modernization is not paying off, as their output per manhour is rising, but labor costs are going up faster. Imports are coming in at a rapid clip, and other products are being substituted for steel.

Most of the steel companies like their men with technical degrees. Frankly, there are a lot more promising areas than steel.

Electrical Equipment and Machinery—36—There is a bright future for this field. Houses, buildings, cars require electricity. New types of heating units will evolve. We will learn how to harness the sun and the atom. We will learn to heat entire cities from one source. We will learn how to harness our environment, and we will learn to live under the sea and on the moon.

Electrical companies will be the leaders in these developments. They will be working in air-pollution, oceanography, water pollution, disposal of solid waste. They will be working on new ways to transmit TV and radio.

Because of the major size of these undertakings, most of the companies will, of necessity, be large. The elec-

trical companies will need technical people and non-technical. Again, the latter would be better off staying with a consumer oriented company.

Machinery—Except Electrical—35—American industry is continuously striving to reduce its labor costs, and machinery is the obvious answer. There will be a large expansion in mining equipment, conveyors, farm machinery. Office equipment will continue to undergo revolutionary changes. Computers will become smaller and less expensive. In the near future, every household and every classroom will have its own computer.

Air conditioning has only scratched the surface of its potential. In the future, there will be complete systems in every house to permit the home owner to pick the right environment.

Electronic Computing Equipment—3573—I.B.M. and N.C.R. are two of the best training grounds for marketing men and women. This field has to be among the great growth areas of the future and includes opportunities for the manufacturer as well as distributors of the equipment. We predict the really big future will be in the manufacture and distribution of small special-purpose computers, such as classroom units, units for the housewife and the salesman out on the road. We envision excellent opportunities with the small computer companies, and becoming a computer serviceman or lady would be a swell idea.

Automatic Merchandising Machines—3581—This field has excellent growth possibilities because it eliminates the need of surly clerks, is open for business on a 24 hour per day basis, and eliminates losses due to stealing.

Household Appliances—3630— The trend toward mechanizing the home will continue unabated and, in our opinion, this industry has all kinds of potential, as, no matter how you slice it, housework and cooking

are just plain drudgery.

This industry has obvious possibilities for mechanical whizzes to come up with new ways to open a can, and it will provide opportunities for the remainder of the troops, as they sell a wide variety of products to a wide range of customers. Materials Control is especially important.

Radio and Television Receiving Sets—3651—The great emphasis in the future should be in the audio-visual cassette market. We envision this market as being a great deal closer to reality than most of us realize, and you should take a close look at it.

Storage Batteries—3691—As more and more emphasis is placed on eliminating pollution, the demand for storage batteries as a source of power should continue. The field offers excellent possibilities.

Transportation Equipment—Motor Vehicles—37—Despite the crusading presence of Ralph Nader, the automotive industry offers excellent possibilities for the future. These large, giant companies can be an excellent training ground for young executives. Several have their own schools which offer a free education.

The automotive giants are branching out into other areas such as boats, trailers, mobile homes.

The career opportunities include design, styling, sales, sales promotion, public relations, finance, production, engineering and pretty well run the gamut of possible opportunities.

Aircraft and Parts—3721—This poor industry was clobbered in 1969-1970-1971 because of government cutbacks. Thousands of skilled engineers have been laid off. It does not appear there will be an early return to big space programs, etc., so that if you pick this area, you are gambling that commercial and private aviation will pick up. We believe that it will and that many of the giant aircraft manufacturers will enter new fields,

such as housing.

Trailer Coaches—3791—As we have mentioned, housing is critical and motor homes are one possible answer. This industry is young and has young managers and is not too concerned whether you have a degree or not.

Mechanical Measuring and Controlling Instruments—3821—Measuring controls are very important in this day of automation. Controls check the flow of oil, gas, and production on the assembly line. As automation increases, so will the need for newer and better controls. New measuring devices must be formed to check pollution, and the companies in these fields should offer outstanding possibilities.

Optical Instruments and Lenses—3831—This field will benefit from increased government expenditures. The companies in this field are old line and offer security but relatively minimum salary and poor rapid promotion possibilities.

Surgical and Medical Instruments and Apparatus —3841—Excellent growth possibilities. Especially good potential for the mechanically inclined.

Dental Equipment and Supplies—3843—As long as there are teeth, there will be a demand for dental supplies.

Photographic Equipment and Supplies—3861— With the possibility of leisure time and wider travel, the demand for photographic supplies will continue to increase. This industry could be classified as "friendly competitors," so that job security is relatively good, and the tension factor is minimal.

Miscellaneous Manufacturing Industries—39— The second line manufacturers are quite often forgotten by the job seeker. Many of them can offer excellent opportunities. As our income rises and our leisure time increases, we will find ourselves turning more and more

to nonessential purchases. The demand for such products as musical instruments will grow. We will see a continued demand for toys. This industry has turned from being a small mom and pop type of operation and has become a sophisticated industry. More and more toys are becoming learning tools, and we hope this will continue to be the case. The toy industry needs engineers, designers, market researchers, sales personnel and financial people and a few nuts. It is an area to take a close look at.

Sporting goods and athletic goods generally require a great deal of hand labor, so that more and more of these products are being manufactured in low labor cost countries. This trend should continue. We predict the majority of American companies will turn to becoming, primarily, importers of foreign sporting goods. This will provide opportunity for marketing, financial people, and materials control people.

One of the biggest disappointments in the stock market over the past several years has been the school suppliers such as pen, pencils, crayon manufacturers. Since more and more money will be poured into education, these companies should get a tremendous boost.

Transportation

Motor Freight—4213—This industry faces a great many problems—a strong and active union, overcrowded highways, government red tape, lost shipments and small profit margins, because so much of their total expense is labor expense, but it will continue to grow in the years ahead of us.

This means opportunity for M.I.S. personnel, as truckers will be forced to turn to greater use of the computer to eliminate manual labor in billing and record keeping. The materials control people and the computer will improve scheduling and effective utilization of

trucks. New specialized equipment will reduce maintenance and equipment costs.

Transportation—Air—4511—While the airlines do face a great many problems, it does provide tremendous opportunities, as we expect to see it expand rapidly in the years ahead of us. The air-freight segment is still in its infancy and must increase, as we become more of a one world. The area that needs great improvement is the ground handling, as it is here where most of the airline's costs and problems arise. It is an area well worth looking into.

The passenger service should continue to expand. Business travel of necessity will increase. Pleasure travel has topped only a small portion of its market potential, as actually very few of us have ever flown. Since 50% of all the people who are flying for non-business reasons are women, the airline industry should provide excellent opportunities for women airline executives.

Freight Forwarding—4712—The pay for a freight forwarder can be $40,000 or more, depending upon ability. With the expected growth in world trade, there should be a number of jobs opening up. Since a freight-forwarder is a specialist, it does take some specialized training. A young person might decide to get a jump on his competition by studying Chinese.

Communications

Telephone—4811—The telephone field must expand in the years ahead. Since it is a monopoly service and closely regulated by the Government, it offers security but relatively slow advancement possibilities.

Television Broadcasting—4833—Dynamic opportunities exist in this field. The cable TV market should mushroom, as should the audio-visual cassette market. Advanced degrees are favored in this area. Since the industry has to spend a considerable amount of time

with government regulating agencies, a law degree is a help.

Utilities

Electric and Other Gas Services—49—The utility field has one of the greatest growth potentials in the United States. The utilities are faced with the pollution problem, and they need marine biologists to work with the atomic power stations. The utilities need good advertising and public relations personnel to explain their positions to the public.

The utility industry is regulated by several governmental agencies, and, generally, when this is the case, you have the governmental type of bureaucracy creeping in. This means that promotion is slow, and the pay is not among the highest. There is excellent security and the tension factor is not large, as a utility is a monopoly and has no competition.

Wholesale Trade—50—To put it simply, wholesaling has undergone great change in the past 10 years. At one time, a manufacturer sold to a wholesaler, who in turn sold to a retailer. Then, the discounter came into the picture, and the scene was drastically changed. A wholesaler, instead of selling to a discounter, may sell his products in leased space in the discount store. The wholesaler may have the sporting goods concession, as an example. Or, the wholesaler may completely skip the retailer and go directly to the customer. Using sporting goods as an example, the wholesaler may sell football equipment to the schools. Or, the wholesaler may sell in the normal chain to the retailer.

The wholesaler continues to play a very vital function, and he will be in existence for many years to come. Wholesalers need nontechnical personnel to act in a financial capacity, traffic, personnel and sales.

Retail Trade

Department Stores—5311—This field is dominated by the giants, as the top 100 department stores did about 60% of all department store business in the 1960's. It is estimated by 1975 that 80% of all department store sales will be made in the suburban branch stores. Since the department store does offer excellent possibilities to the nontechnical, we will discuss a few of the occupations that are available.

Buyer: A department store buyer tests the whole man. It tests his astuteness in buying, selling, sales promotion, and mathematics. The object of any business is to obtain a profit. The buyer's job is to obtain as much profit per square foot as he possibly can. To obtain maximum profits, he must be able to purchase merchandise that he can sell at a profit. The department store buyer must be intelligent, alert, personable and have good promotion ideas. He will spend a great deal of his time with customers on the selling floor, or, in the case of a chain operation, the buyer will spend a great deal of his time out in the field getting the local stores to move his merchandise. This is a key point to remember—the buyer is responsible for selling the merchandise, as well as buying it. The buyer's job is one of the better opportunities in the department store field.

Traffic Manager and Warehouse Manager: Responsible for receiving, storing and seeing to it that the goods are available when needed. It is becoming an increasingly important function.

Advertising Manager: Is responsible for advertising the store's products in newspapers, magazines, radio, television and outdoor advertising media, such as billboards, on buses and subways.

Manager of Internal and Inventory Audit: Is responsible for seeing that the actual inventory (goods that are

on the floor) agree with the inventory that is recorded on the books. He or she is also responsible for seeing that bills submitted are correct bills and are paid for properly.

Manager—Construction and Maintenance: Is responsible for all buildings that are erected and for keeping the existing buildings in repair. The construction manager will work closely with the top management of the store when plans are being made for new store openings. Because of the number of new store openings, it offers excellent possibilities.

Display Manager: Is responsible for window displays, Xmas displays, outdoor displays, displays of anger.

Personnel and Labor Relations Manager: Is responsible for hiring, training, motivating and possibly even firing, and labor contracts.

Fashion Promotion Manager: Is responsible for promoting fashion shows and for new fashion ideas. This individual will work with manufacturers on the promotion of new fashions. He or she will set up luncheons for displaying fashions and will see to it that the store's fashions are used in plays and the theater. This individual has a high tendency toward ulcers during any midi-maxi-mini debates.

Public Relations Manager: Guess?

Divisional Merchandise Manager: Is responsible for selecting, buying, displaying, and selling. In a nutshell, this is one of the leading positions, as he or she has overall responsibility for a line of products. As an example, there is a merchandise manager that is responsible for recreation products. He sees to it that his area sells as much merchandise as possible for the space that is assigned to it. The higher the volume an area sells, the more money a merchandise manager makes.

Security: This man is becoming one of the key executives in the department store field. Security is maintained

by guards, dogs, burglar alarms and fire alarms. The area offers great opportunity, as stores are almost being forced to close their doors as the rate of stealing increases.

Sales Clerks: These are the people that are responsible for glaring at you when you ask a question. This is where everybody generally starts.

Credit Manager: With our cashless society, the credit field has tremendous opportunities for expansion. A credit manager's job can be very exciting and challenging.

There are several different ways a credit man can obtain experience. He might start with a bank, or he might possibly begin his career with Dun and Bradstreet. D & B offers excellent possibilities, as the credit man visits a wide number of companies in the course of his business and may find a company that is looking for a good credit man.

Mail Order Houses—5322—In our opinion, this field is still in its infancy. Stores are faced with personnel problems, theft and building costs. Shoppers face traffic congestion. The mail order field will need good M.I.S. people, advertising and sales promotion specialists, warehouse experts and good finance people.

Merchandise Vending Machines—5341—These operations will grow for the same reasons as above and they will move into many new areas. A relatively new innovation is cassette duplication. You do not have to be a college graduate to succeed in this field.

Banking—60—Banking is one of the better opportunities for the nontechnical. It is an excellent training ground. Many wealthy families sent their youngsters for a year or two of training with a big city bank, and, if it is good enough for them, it must be O.K.

The security in banking is excellent, and, since banks are virtually a monopoly, there is not the struggle for

survival that you find in many industries.

The loan departments and the trust departments offer the finest opportunities. A loan officer is actually a salesman, as it is his job to go out and get large depositors, as a bank needs their funds in order to loan money.

There are basically two types of banks. There are the wholesale banks who deal primarily with large corporations. If you are considering this area, it is a good idea to obtain an Ivy League degree. As an example, Morgan Guaranty in its 30 top positions had 19 men who had graduated, or attended an Ivy League school. Of these, 13 attended either Princeton, Harvard or Yale.

The other type of bank is the retail bank, which has branches, and where the common folk deposit their nickels and dimes. An Ivy League degree is not as important here.

The trust department is growing by leaps and bounds. Estate and pension funds build up huge sums of money that must be managed and invested. A trust department needs good administrators and stock and bond analysts.

The last area of opportunity in banking is the operations department. These are the men and women who handle your money and your checks. This area is at the lower end of the pay scale but can offer excellent possibilities to the computer technician. The bank's credit systems open up an entire new area of opportunity for credit personnel, operations people, etc.

Stock Brokers—62—A young person can select one of two areas in the stock broker field. He can enter the operations department or, as they call it, the backroom. This area must be automated to handle the huge number of transactions that will be conducted in the future. Yesterday, a 10 million share day was considered large. Today, a 20 million share day is considered large. We imagine tomorrow will bring 30, 40, 50 million share days.

A number of stock brokers fell on bad times in the early 1970's. Their operations were antiquated and inefficient, and a few went under. Stock brokerage houses will have to be put on a profitable operating basis, and they will require system specialists. It will be an excellent area for the computer technician.

The other area of opportunity is selling securities and here big money can be made.

A stock brokerage office is an exciting place to work. There is a great deal of activity and the pace can be hectic. It is a field where a capable young person can rise to the top in salary and position.

The drawbacks are minimal job security, low starting salaries, and salaries paid by commission. This can make it a very cruel world indeed.

One excellent way of entering the brokerage field is to work with a bank for a few years and then possibly switch over. Banks have huge amounts of money to invest. (Pension funds and trusts.) So, if you have made friends with some of the bank's investment officers, you are in an excellent position to handle some of their stock purchases.

We have all read about the stock broker who had to leave the brokerage field in 1970, because he was unable to earn a living. That is true, 1970 was not the best ever. However, many brokers were able to make a great deal of money in 1968, 1969. In some cases, we feel they were far overpaid. As in several other cases, we suggest that, if you work in this field, grab as much money as you can, salt some of it away and always keep your eye peeled for a good, sound job like investing funds for some heavily endowed university.

Insurance—61—Life insurance companies are no longer the ultra-conservative institutions that they once were. They are gradually reorganizing as holding companies and are expanding into real estate development

and management, consumer finance and affiliation with mutual funds. The reason they are doing so is fairly obvious. They have so much in the way of funds to invest that they have to do something with the money. This very pleasant condition will continue in the future.

Like stocks, insurance has two major areas of opportunity—operations and selling. As in every endeavor, selling is the name of the game, and here you can make the most money.

There are a vast number of opportunities in the operations area. Examples are claims adjusting, safety programs (insurance companies love safety), advertising, and public relations.

A few insurance companies participate in the practice of hiring insurance salesmen, knowing full well the majority of these men and women will not stay on. The company will more than get its investment back, as these salesmen are able to sell their friends. Actually, it is a pyramid effect, the salesmen are frequently offered bonuses to hire other salesmen. However, once these salesmen get beyond their friends, they find it is extremely difficult to sell strangers, so they go into something else.

Services

Hotels, Motels—70—We all love to travel, and, with greater leisure time and more discretionary income, this field will continue to grow. The greatest opportunities will be with the large chain type motel-hotel operations. New areas that will be opening up are hotels for children, camping areas for campers and dormitory-styled lodges for young people.

Conventions are a very important part of a hotel's business, and the number of conventions that are held each year is increasing. We feel a convention manager's job would be very attractive for a woman.

Personal Services—72—We have all read about the tremendous opportunities that exist in this field. It is a big area, and you should take a close look at it. Be sure to read our book, "Buyerism"—"How to Buy a Franchise or a Small Business." It discusses this area—hotels, motels, amusements, retail trade, wholesale, etc. Your own business is one of the better ways to spend your life.

Advertising Agency

Advertising—7311—There are any number of books written about advertising agencies, and you hear so many conflicting stories that you don't know what to believe. A recent book called something about "Pearl Harbor," and written by an advertising executive, goes into great detail about the scared troops who work in the agencies. It seems they are scared to death of losing an account, and we feel they should be, as many are so overpaid for the job they are doing that it is not even funny. They lie awake nights worrying about the advertiser, who pays their bills, will suddenly discover that he is getting hosed, and he will get someone else to do as good or better job for a lot less money. A number of advertisers did cut back on their advertising expenditures drastically in 1970, and a lot of $40,000-$50,000 a year men and women were out on the pavements standing in the unemployment lines.

Many of these advertising executives get to the point where they think they really *are worth* this much money. They go to great lengths to try and prove they are, and this includes the big house in Connecticut and the Yacht Club. They know deep down inside that there are any number of people who could do as effective a job as they do, but, with all those big bills they have run up, *they have* to keep their big salaries. So, they worry, and worry leads to drinking, and drinking leads . . . !

Frankly, we think the best way to enter the agency field is to go in with your eyes wide open. Accept the fact that, if you get a big salary, you are partially a phony, and you can get sliced down quicker than Alka Seltzer works. So, go in there, work like the Devil, live on an income you truly believe you should be making, and salt the rest away for the day when you get the axe.

However, if you are good, you can make a great deal of money in advertising, and you can make it while you are still young enough to enjoy it. As an example, the directors of TV commercials in Fun City are paid an average of $200 per day. A few get as much as $3000 a day. A director, at one time, was considered to be just a technician. Now he is considered to be an artist, and at those salaries we imagine you would be willing to be called anything.

We foresee the advertising field undergoing some vast changes in the years ahead. The recent trend has been toward comical commercials, however, after you have seen the portly sheriff for Chrysler's commercials go through his machinations once, it is no longer funny the second time around. Everybody's commercials are hilarious today, and we believe a great deal of this humor will be buried along with Speedy. Hopefully, advertisers will provide more programs and advertising messages that are of a public service nature, rather than merely beating their gums about how their gasoline pollutes the air less than brand X's.

Actually, Madison Avenue is very much maligned. It's simply not true that advertising executives in New York drink more martinis than their counterparts in Chicago and San Francisco—they have switched to Scotch. Advertising can be a great place to be; this is where the real action is. This is what it is all about!

One area of advertising that is still in its infancy is direct mail. We all know that everybody professes to

be sick and tired of receiving junk mail, but it does serve a definite need since segmented marketing is becoming so important. Instead of selling to everybody, there are those special interest groups, and advertising will be directed to them by direct mail, audio-visual cassettes, cable television, as well as FM radio. Direct mail advertising offers fabulous opportunities.

What are the positive aspects of getting into advertising? A great deal of money can be made in the advertising field. It is also an exciting area and can provide an excellent training ground for a future job with an advertiser.

There are negative aspects toward entering the advertising field. There is next to no security. You can be a hero one day and be a complete bum the next. You can be making $40,000 a year, and your agency loses a large account, and you are out on the street collecting unemployment checks. The advertising field was under heavy bombardment in 1970, and many execs are still looking to latch on to another opportunity. Our advice, sir, go into this field with your baby-blues wide open, grab as much of the available loot as you can, stick it away to tide you over and keep your radar tuned up for any job openings with an advertiser.

Private Employment Agencies—7361—This group of ding dongs live on human blood, as they thrive on both tragedy and success. When some poor slob is being pushed out of his high-backed executive chair into the cruel world to find a job, he is a possible source of revenue to the employment agency, if and when he lands a new job. However, the agency probably has somebody ready, willing and able to take over his old job. You might say—the agency has it coming and going.

The agency field has all the excitement and glamour of international spying. We know of one employment agency executive who paid a visit to a corporation presi-

dent who was in the market for some high-powered engineers. To put it mildly, the president was startled when the agency executive whipped out a map that showed the engineering office of one of our larger engineering companies—as a matter of fact, G.E. On this chart were the names of the engineers, where they sat, who they went to lunch with, where they last worked, and what kind of money it would take to get them.

Many of these agencies are now starting to specialize. You have recruiters for financial executives, engineers, salesmen, personnel, custodial engineers and the list could go on and on.

Temporary Help—7361—This service has catapulted to the top in the last few years and should continue to do well in the years ahead. Many corporations have found it is less expensive to get temporary help than it is to keep more help than necessary to efficiently run an operation. As many executives are fond of saying, "they run a tight ship." Go around that once more, you ask. Well, in the old days, a corporation used to keep a whole gang of secretaries at the ready. They would have work some of the time, and other times there would be little more to do than tear down the poor new girl that just came into the office. However, there were always one or two gals who did not show up, and the others would fill in for her. This was an expensive operation. Then, temporary help jumped into the driver's seat. Now, when a secretary is unable to come to work, a quick call to People Power brings a gal on the run to fill in the breach. It makes a great deal of sense.

Up until 1970, the Temp Agencies had a greater problem getting recruits than they had getting places to put them. 1970 balanced the scales between supply and demand.

Business Services (N.E.C.)—7393—Protection: People are scared to death today. You can take a walk

at 10:00 at night in downtown Washington, only one block from the White House, and not a creature is stirring, not even muggers, who are even afraid to venture outside.

Protection Agencies are popping up like poppies in the field. Pinkerton's and Burns lead the parade and there are a host of others.

The market potential is limitless. Stores are losing so much merchandise through stealing that many have to practically close their doors. Plants are guarded against foes from without and our wheelbarrow friend from within. Neighborhoods want their own patrols. Homes must be guarded against vandals and burglars. A number of new companies have been formed to manufacture and market electronic devices. It is estimated this market will be well in excess of $2 billion dollars in 1970. All in all, it could be a very attractive possibility for the career seeker.

Repair Services—76—The repair field is one of the better opportunities that exists. As we have mentioned in technical support—when machines are expensive and the personnel who run them are paid well, and possibly throwing in a third factor, the field is a monopoly—becoming a repairman is an excellent idea. Examples are X-ray machines, dental equipment, and business machines. Actually, a great many younger people should go to college, raise some hell, learn a little about bookkeeping, and then become a plumber. The pay is good —$20,000 or more a year. All you need is some pull to get into the union.

Medical and Other Health Services—80—This field has to be one of the more dynamic areas of the future. More and more doctors are getting together in one building for group practices, and this offers excellent possibilities for medical assistants, X-ray technicians, etc. In addition, these offices have tons of paperwork

and will require office managers, M.I.S. system experts, etc. The opportunities are great.

Legal Services—81—In our study of corporate managements, there were more lawyers at high level positions than any other profession. We have also found that company presidents rely on their lawyer more than anybody else. Why are lawyers so important? Possibly several reasons—companies must deal more and more with regulating agencies. A lawyer is accustomed to think in an orderly fashion, and this generally makes a good exec. Also, unfortunately, you are no longer able to come to an agreement with a firm handshake, as you can't trust the other bugger, and he doesn't trust you. There is a moral to this story, but we will leave it unsaid.

Education Services—82—Naturally, excellent opportunities do exist in this field. Several new areas that look promising are the vocational schools and correspondence schools. Both are a means of keeping a person up-to-date and to specialize in one particular area.

Miscellaneous Services—Accounting—Today's top executives come first from lawyers, secondly from CPA's. Again, a CPA is taught to think logically and accurately. In addition, there are more and more government regulations that enter into the accounting area. This is why a CPA certification is essential, and it is extremely worthwhile to obtain.

25. Industries—Summation—If your background is nontechnical, your chances of getting to the top are better in those industries which are consumer-oriented. In the manufacturing area, examples could include convenience foods, tobacco, apparel, furniture and fixtures, paper and allied products, printing, plus areas such as transportation, communication, public utilities, wholesale trade, retail trade, finance and real estate, and especially services.

If your background is technical, your best opportu-

nities are with manufacturers of industrial products such as machine tools, machinery, fabricated metal products (cans, etc.), electrical machinery, electronics, transportation equipment, and also in those industries which have high capital expenditures and are highly technical—mining, petroleum refining, steel, aluminum, etc.

Most industries do require a college education today, and one of the few that doesn't is grocery stores. If you are not a specialist in anything, you are probably better off going into the wholesale trade, retail trade or service industries.

Each industry has certain distinct characteristics, and we would like to suggest a few we have discovered. You may or may not agree with us, but it will generate a few new ideas which you will probably want to expand upon.

In certain industries you do not have to have a gray beard before they promote you. As an example, industries that are relatively new have young men and women in top positions. These include manufacturers of convenience foods, mobile homes, toys, cosmetics, plastics and mutual funds and many of the service industries such as motels, advertising, private employment agencies. In addition, industries that are highly competitive can have young executives. Examples are foods, toys, cosmetics, plus some magazine publishers, business forms manufacturers, paper, furniture and fixtures, soap and detergents. Basically, many industries that are not highly technical tend to have younger executives.

There are also certain industries where the executives as a group are older, and this probably means your chances of lasting through to retirement are excellent. The most security minded areas are those industries that are regulated directly or indirectly by the Government. Examples could include pharmaceutical manufacturers,

petroleum producers, transportation (railroads, airlines, trucking), communications (telephone, telegraph, television), public utilities, and banking. The security opportunities are also good in those industries where there is no competition, limited competition, or "friendly competition." Examples could include all those that were mentioned under government regulated plus manufacturers of electrical equipment, rubber tires, professional scientific and controlling instruments, optical goods, photographic goods, plus the mining industry—lead, copper, etc. Basically, industries that are highly technical or require high capital investments generally have older execs. Most of the above do, plus manufacturers of machine tools, heavy equipment, transportation equipment (cars, buses, trucks), etc.

26. Where Do You Go from Here?—On the previous pages are listed what we consider to be some of the more outstanding businesses, institutional and governmental opportunities. As your next step, we suggest you narrow this list down to four or five opportunities and then seek additional information about them.

There are basically seven sources of additional information. The first four—associations, magazines, newspapers and books—were discussed at the end of the section on Occupations. The fifth, to our knowledge, has never been discussed anywhere, but one of the best sources of information about specific industries are stock brokers. These men and women are more up-to-date on what is going on in a specific industry than just about anybody, excluding us of course. Each stock brokerage house has a security analyst or two, who tends to specialize in one particular industry. As an example, there is an analyst who specializes in the mobile home industry, while an analyst for another brokerage house specializes in the trucking industry. The great part about it is these brokerage houses will be pleased

to provide this information to you free-of-charge, because it is good public relations for them, and who knows—you might one day be a large stock customer.

The sixth source is our new series of books that will provide up-to-date information about the opportunities in a specific industry. In these books, we are able to provide an in-depth study of a particular industry which will include its potential, possible problems, sources of additional information (specific security analysts, books, magazines, associations, etc.) needs, requirements, etc. These books should answer the majority of your questions.

The industries which we will provide this information about are:

Contract Construction
Manufacturing
Transportation
Communication
Public Utilities
Wholesale and Retail Trade
Finance and Real Estate
Services

These books should be available at your local bookstore and newsstand. If not, please indicate the industry you are interested in on the card that is in the back of this book, and we will mail you the book you request.

The seventh source that we highly recommend is "The Wall Street Transcript," whose offices are located at 54 Wall Street, New York City 10005. This weekly newspaper summarizes the stock recommendations of various brokerage houses and security analysts. It is expensive, as it costs $6 per week, but your library probably has a copy. It is also available on microfilm.

Part Four:

Severe Kareer Killers

The biggest and most fatal Kareer Killer of them all is yourself, and, if you think this may be a sermon, you are right. You can do more to destroy yourself than the rest of the world put together. Here are just a few examples. We know you could add a great many more.

Lack of Self-Control: A question that a great many executives should ask their subordinates is, "if you are unable to control yourself, how can you control anyone else?" Each group and each generation has its dropouts. The executive club has a lot of dropouts, and all one has to do to see them is to visit the bars at noon of any of the better hotels, such as the Watergate in Washington, D.C., the Plaza in New York or the Fairmount in San Francisco, and you will find them there. The great thing they have going for themselves is that somebody else is paying the tab. In our opinion, this is a temporary euphoria as they will all eventually be replaced by others who have better self-control.

If one wants to get ahead in the world, he or she must learn to do all things in moderation. It's easy to say, but very difficult to do.

Indecision: This not only kills people but companies as well. The slogan is "put off until tomorrow what you could do today." The only way to lick this Killer is to start making decisions and, once you have made it, stick to it, unless it proves to be absolutely incorrect.

Opinions: A real Killer is to continually worry about the opinions of others. It can also be a Kompany Killer, as it gets to be a phobia to the point that the end result is not the important consideration, it's how you explain

getting there. If any of you have read any annual reports and the president of the company's message in the front, you will know what we mean.

Lack of Initiative: Everybody likes to have people working with them that have get up and go. If you don't have it, it is very doubtful if you will succeed at anything. One reason why a lot of people lose it is they are bored to death with their job and life in general. The answer—get into something you enjoy.

Lack of Organization: It is not easy to organize, but it is a must if you are going to do anything well. As the experts say, "Make your plan and then work your plan." You can start organizing by working on the simple things—list on a sheet of paper what you must do and then, as you do them, cross them out. Simple to accomplish? Not by a long shot.

Lack of Awareness: One executive had a favorite expression that he used with his subordinates, "You are so busy chopping wood that you don't see what is going on around you—you don't see the forest—you don't see the big picture—you lose sight of your overall goal." And, it is true, a great many of us are so busy working that we are unable to devote any time to the really important aspects of our career—such as, where do you want to be in ten years? There is a sad ending to this story—the exec who loved to use this expression was good at giving advice to others, but he did not accept it himself. He was so busy chopping down others that he failed to see the bitter animosity of his fellow workers, and he was soon purged, possibly for the good of all, and entered the ranks of the unemployed.

Wrong Goals: We have all known executives who have tended to place their major emphasis on the wrong goals. As an example, an executive may be extremely aggressive on the tennis court or on the golf course, and he will go all out to win, yet he does not apply this same

aggressiveness to his career. He doesn't get started on time in the morning, and he quits early in the afternoon, and he does this for a period of time. Basically, his problem is he attacks sports like a winner and his career like a loser.

"Loose lips—sink ships" was a well-known slogan in World War II, and it still can be applied today to careers. Spreading rumors and breaking confidences are two of the better ways to end up in the ashcan. We know of one sly executive who would make up tall tales and then tell one of the tales to each of his subordinates. Only the subordinate and the executive knew the story and the executive asked that it be kept in confidence. He soon found out who was doing the talking, if, and when, one of the tales got back to him or one of his cronies.

Depending Too Much or Too Little on Others: The majority of us have seen Dick Butkus, the middle linebacker for the Chicago Bears, bearing down on a poor unfortunate running back for the opposing team and smashing him to the earth. Then, if the poor man is still breathing, Butkus may help him to his feet and give him a pat on the fanny. This is seen as a very sportsmanlike gesture, however, Butkus first did his thing.

This is quite comparable to friendship in business. A fellow employee wants to help you, but first he has to look after his own interest, and, if you happen to get in the way—tough. We have seen some very shocked executive pusses when, all of a sudden, their tried and true buddy has given them the old shaft.

It reminds us of the story of the young sales executive who was busily working out in Kansas City, and he received an early evening call from his secretary in the East. "Joe Trusty," she cried, "today they moved all of your furniture into another office, and 'Billy Be Grateful,' whom you hired and trained and pleaded with the

company to keep, even though he wasn't shaping up as well as could be expected, has taken over your office. Worse still, he told me I was now working for him and, as far as he was concerned, you need never come back. Oh, 'Billy,' what shall I do?"

The moral to this story is - - - - -. You figure one out.

Part Five:

Choosing the Right Company

After you have narrowed your choice of occupations and possible industries to one or two, your next major decision is choosing one or several companies that you feel could use your invaluable services.

Our studies and our talks with successful and unsuccessful executives indicate that, in order for you to be successful, you must be willing to locate wherever *your best opportunity exists*. You will have to put your choice of location second to job opportunity. This may make your wife, husband, friend, mistress, mother or dad-in-law very unhappy when you tell them you must leave the balmy breezes of Florida and move to Green Bay, Wisconsin, but you must, as Green Bay has a company that meets your every requirement. If you refuse to go where the best opportunities exist for you, you are seriously limiting your choice of opportunities as well as your chances for real happiness and success. You can either choose a successful and rewarding career, or you can choose a location. You can't have both in 99% of the cases. To solidify this point in your own mind, check through any Directory of Executives, and you will find darn few who have remained in their own home town or have not moved around several times.

Finding the right company is very much like finding the right industry—it is a matter of finding that company which best matches your abilities, talents and attitudes. Since you have already decided upon one or two industries, this will help to narrow your company investigation, as you will only be looking at companies that are in those industries.

One way of further narrowing your choice is to decide to begin your career with a company that is doing things right or, at least, right most of the time. Such a company is probably growing in sales and profits, is consistently doing new things better, and has plans to continue this growth in the future. It is in an environment such as this that will add to your experience, and, at the same time, you will feel that you are contributing to the company's growth. After you have had this experience under your belt for several years, you can then go out and look for problem companies.

The best way to find a dynamic company is to once again make use of stockbrokers and stockbroker analysts, and to also review such stock advisory services as Standard and Poor's, Moody's and Value Line. They are probably available in your library.

We also suggest you use the Industry's Association and ask their advice, as to what companies they feel have potential and possible openings. Also, it is important to keep up-to-date by reading the magazines that pertain to your particular industry.

You have now narrowed your selection to 10-20 companies, which you feel you would like to work for. It is now necessary to further narrow your selection to three or four. To do so, you must determine how you and these companies mesh. One method is to review all the public information that is available. Most companies are listed in Dun and Bradstreet's Million Dollar and Half-Million Dollar Directories. From these listings, you will be able to determine who the officers are, and you then can be able to find many of them listed in the various Who's Who books. Dun and Bradstreet and Standard and Poor's also offer a registry of executives that will provide basic details about the executives in a particular corporation. What are some of the facts that you will be able to determine from these direc-

tories? As a start, you will want to find out the educational background of the executives within a particular company. If you see that they are primarily slip-stick types, crammed full with advanced engineering degrees, and you feel you have accomplished a major engineering feat when you sharpen a pencil, it is highly probable that you will not be on the same wave-length as the management of this company. Misunderstanding between management and their subordinates, created by differences in educational background, can cause more friction, hard feelings and disgruntled employees than just about anything else. The common complaint is "the blankety-blank management just doesn't understand my position." As an example, when Mr. Zornow, a marketing man, took over the reins of Kodak, you would have thought the end of the world had come if you had talked to some of the engineers, as an engineer or lawyer had always been president. On the other hand, the marketing department felt their day in the sun was long overdue.

You can also determine from directories the age of the management, as their birthdates are listed. If the company is top heavy with older executives, what is the next move for this company? The older group may decide to stay on indefinitely, and a young person may be stifled under these conditions. What will happen when the older execs finally do decide to retire? Will the top jobs be filled by the next layer of executives, or will the company be forced to go outside and bring in new execs? Or, will they be forced to sell out to another company? If so, where will any of these circumstances leave you?

On the other hand, what if the company is loaded with a great many younger executives? The company may have gone on a big hiring spree a year or so ago and snapped up every good prospect they could get

their hands on. Basically, they were building up an inventory of future middle-managers. There will not be enough good middle-management jobs opening up in the years ahead for the number of young guys who are looking for them.

You should also note how long the present executives have been with the company. A management which has been with the same company for a period of time indicates that the company believes in promotion from within. A good example is Kodak which believes in hiring, training and promoting their own executives. Very few outsiders are brought in. Such a condition generally indicates that such a company *is not* the "revolving door type"—where they hire you one day, and you either are fired or resign the next. Of course, it might also mean that the seniority system has taken hold of this company, and, although the chances of security are good, the opportunity for rapid promotion are negligible.

You should also note how many different jobs the management of the company have held. We have found that most executives who have a burning ambition to get ahead, generally make a number of moves in their career. Everytime they move, they get an increase in pay and a bigger title. Many of these executives sincerely believe that another executive is not worth his salt unless he moves from one company to another. We know of one company who refused to consider for employment any individual who stayed with the same company for more than three years. This company felt an individual who stayed that long in one company lacked ambition, became complacent and lacked desire. So, if it is your intention to go to work for one company and stay there for your entire career, what kind of chance do you feel you would have with such a company that had such a policy? On the other hand, there

are companies who look aghast at individuals who move around all the time, because they feel they lack loyalty, stability and are untrustworthy. How would this type of company look at an individual who jumped around all the time?

After going through these machinations, you are now ready to further narrow your selection of companies and get more information on the remaining companies. One method is to study their annual reports, and the best way to get a free report is to write to the Secretary of the company (that's corporate secretary, by the way, not just any secretary). You will find these men are most cooperative.

And then the next thing to do is wangle an interview. There is a good possibility the company will be visiting your institution (included are all kinds), or, if not, write and wangle an interview. If you are persuasive enough, there is an excellent chance the company will pay for your transportation. If not, it is still the best investment you will ever make to go and visit them for a personal interview. If you live in the East, and the company you want to work for is in the Midwest, so be it. If you line up your trip properly, you will be able to visit several on one swing and have a hell of a good time to boot.

You should be well prepared when you arrive for your visit, and we feel it is important to remember that the visit should be a two-way communication. The company will certainly be trying to find out as much as they can about you, and you should also be finding out as much as you can about them. Companies realize they must make a relatively large investment when they hire someone, but it is only money. You will be making a much greater investment—a significant part of your one and only life. A company is immortal. You, unfortunately, are not.

As an example, suppose for a moment that you are looking for a job in Research and Development, and you decide that the "Gung Ho" company can use your invaluable talents. "Gung Ho" also feels you have it, and you decide the position offers some real opportunity. "Gung Ho's" personnel officer tells you that the company is about ready to enter outer orbit, as they have some hot new products on the backburner and are about ready to be introduced. You need some answers to questions such as these: What new products has "Gung Ho" developed in the last five years? Have they been patented? Are they currently on the market? What patents have been applied for? These sort of questions will help you decide whether "Gung Ho" is really moving ahead, or is merely spinning a lot of tall tales.

There are many, many sources of information about a company. Libraries will frequently have a file on a company, the Chamber of Commerce can provide data, but one of the greatest sources of information are the salesmen who sell products to it. They know before anybody else how well a company is performing. As an example, a paper box salesman, who sold in the Southern Tier of New York State, was able to tip us off about a large electronics manufacturer running into difficulty for one of the few times in its history. He had been asked to quote on packaging for several new consumer products that the company had great hopes for, and he had supplied samples. All of a sudden, he is told to drop all work on the new packaging and, therefore, this salesman knew before anybody else that the new products were a flop. Eventually, Wall Street also discovered the information the salesman had known long before, and, of course, the price of the company's stock dropped drastically. How do you find out who the salesmen are that sell to a particular company? Find out what products they purchase and then visit a Sales

Executives' Club luncheon meeting at the Chamber and "seek and ye shall find."

About this time, a lot of old-fashioned executives will be getting on their high horses and will be stating, "What the hell kind of advice is this anyway? These damn young people are damn lucky to be getting any kind of a job. We are doing them one hell of a favor to hire any of them."

We could not agree more that a young person is fortunate to nail down a good job, but on that first or second job you can afford to be choosy, as you have a lot going for you.

The secret of success is to investigate a company discreetly, just as you know darn well they are discreetly investigating you. The company need never know, but, if they do find out, the majority of companies will respect you more than if you just walked in blindly.

Part Six:

Choosing the Right Boss

We have mentioned a number of times in this book that a good employee-boss relationship is essential for success. You should select your bosses more carefully than you choose a wife. A wife you can always get away from by playing golf on the weekend. A boss and his opinion live on forever.

The best possible rule to follow is to choose a boss that is capable, ambitious and probably young. You want a man or woman who is interested in you succeeding, because, if you do, the boss will also. The boss wants to move ahead in the company, and, for him to do so, he has to have someone who can fill his present job.

This is where you come in. He wants to train you, as he has bigger ambitions.

Basically, this type of boss is unafraid of your abilities. He has extreme confidence in himself, and you pose no threat. He is willing to help you in whatever way he can.

One executive friend of ours is industrious, hard-working, tactful, pleasant, intelligent and has many other fine qualities that make a great leader. His bag was advertising and he mucked around a few years and finally arrived at a position of relative importance—an assistant advertising manager for a company that employed approximately 15,000 people. He was the third man down in the department. A sudden chain of events changed his position drastically. The advertising manager died, the number two man took off, and our friend was vaulted to the number one position—advertising

manager. His work and personality caught the eye of the very capable company president, who was having a pretty rough go of it at the time, if being a president can be rough. He and his Board of Directors were having a big squabble and finally the president left, or as it was reported in the press, they mutually agreed to disagree.

This left our advertising manager friend sitting on pins and needles. Everybody knew he and the former president were buddies, so when would the axe fall? About this time, the ex-president latched onto a really big opportunity. A major corporation was having all kinds of difficulties, and the ex-president went in to straighten it out. Our friend, meanwhile, back at the corporate firing line, decided to get away from it all, so he went to the airport. And who do you think he discovered in United Airlines Red Carpet Lounge?—the ex-president, of course, who invited him to join his great crusade in New York to straighten out his horribly mixed up company. The advertising man asked only one question, "When?" and he was soon at the helm of advertising and public relations of a company that employs 35,000 people or so. His success was based on many things—a few of them are: he was dedicated, capable, knew how to choose bosses, knew when to move on to better things, and was damn lucky.

Another method of successfully moving ahead in a company is to select a man from your own peer group who is destined to move ahead. In most corporations, there are many groups of executives. One of these will move ahead, one will falter, and one will drop out of the picture. Your best bet is to select the right group and make your friends from within that group. You will probably have an advertising man, a production man, a finance man, etc. As one goes up the ladder, there is a strong possibility that others will be brought along.

Another important factor in selecting a future boss (mentor) is he must be at your level or slightly above you. In most cases, the mentor that is several levels above you can offer you very little help. He knows you are there, but he cannot reach down to help you without causing a great deal of friction with the bosses that are between you and him. These middle management executives can make life unbearable for you and will eventually push you out.

One of the better bosses to work for is the president of the company, as his assistant. Our studies have shown that assistants are able to use these positions to gain prominence, fame and fortune. However, as several former presidential assistants have told us, they had one iron-clad rule in their dash to the top. "Don't stay an assistant too long." As the president's assistant, you are neither beast nor fowl. You have the boss' ear, but you have very little in the way of actual authority. You can't go down to the assembly line and tell the foreman, "do it my way or else," because he is liable to tell you where to go in nothing flat. No, an assistant must use more persuasion than coercion. We have seen many assistants fall flat on their faces when they attempted to reverse the two.

The one great advantage that assistants have is they meet with the boss to discuss important events. The boss might be saying, "Old Carroll Dale really blew it when he missed that pass in the end zone from Bart with only 1/10 of one second to go." And, the assistant will chime in with "Yeh, didn't he, it makes me think about that caper that 'Honest Joe,' our Sales Manager, pulled when he told 'Bitchy George,' our beloved customer, that it was our fault on the last run of one million widgets because we did not check for quality, and now 'Bitchy George' wants to return 250,000 of them for credit. Joe is honest but - - - - -!" Well, the assistant's

boss hears this with his one good ear, and his thought processes get into gear—"Maybe Joe is starting to get a little senile." And, then the assistant continues to shoot poor Joe full of holes at every opportunity he gets, until the boss says to him, "You know, Joe has been a faithful employee, and we should not deprive him of his retirement days. We must think of his best interests first. Let's give him a couple of minutes to clean up his desk, take those pictures of his two beautiful kids in college along with him and get him out before he screws up any more deals. Now, I wonder who could take his place? Would you be interested?" Who do you think ends up as Sales Manager?

27. Kareer Killer—Evaluations—Every day of our lives we are being evaluated. We evaluate ourselves, and we are evaluated by others, and, basically, it is a good idea. However, it can go haywire when it is overdone or is put in the wrong hands.

A number of companies have turned to employee evaluations. Basically, it is a good idea for the boss and his subordinate to sit down and discuss what the boss thinks of him. Its purpose is to help the subordinate decide what areas he is weakest in and where he is strongest. In theory, it is ideal, but, in practice, it can be something else. We are all quite prone to spot faults in somebody else and find it very difficult to recognize any good characteristics. Some executives delight in pointing out the faults of their hopeless subordinate. They rarely find anything that is done correctly. The result is the poor employee spends an undue amount of his time trying to correct real or imagined defects instead of concentrating the majority of his effort on his areas of strength. Such a condition results in a thoroughly disillusioned employee who can never live up to his potential. Both he and his company are the losers.

Avoid this Kareer Killer by selecting the right com-

pany, which will not permit this sort of nonsense to go on, and the right boss.

28. The New Boss Moves In—In former, calmer days a man was pretty well set for life in business if he stayed with the same company. He would faithfully serve his time, establish his niche and then be at peace with the world and with himself. This is no longer the case. Today we have the conglomerates, acquisitions, mergers, and inevitably the purgers.

What happens when a new man moves in? There are thousands of stories that could give the answer, and each one would be different. The real answer is it is a flexible situation.

There is a large association sequestered in the Washington, D.C., area. It is quite large and has millions of members. It is old and tends to move very slowly. It does not have an outstanding growth record; in the past few years, however, it has been successful, and you can't knock success, now can you? Recently, a few competitors reared their ugly heads, and, although this did not put total fear into the association, they did become a little concerned.

One department was a particularly peaceful scene. Everybody was happy, and the work was ground out with, well let's call it muted enthusiasm. Not everyone was absolutely gung-ho, but they were cooperative and worked together very well. There were three main executives in this department—a number one man, a number two and a number three. Number one decided to call it a day. He had enjoyed what we would call a rather ideal existence. He had been able to travel all over the world, and it was said he could deliver a speech at the drop of a cliché. He was a "Hail Well Met" type of individual who had friends all over the world. The number two man we would categorize as a conservative type. The number three man was an able individual

and an industrious worker. He felt the Association and Heaven were about on the same plane.

Well, be gory, when Number One up and retires, Number Two naturally felt he was entitled to take over. Unfortunately, the Higher Authority in the Association did not feel the same way. They decided with all this rambunctious competition entering the playing field, they needed some new blood, and they cast their eye on a rip-snorter from the Midwest. He was full of brimstone, made decisions and was known to, on occasion, be a damn fine speaker. So, they lured him to the Den of Iniquity—better known as our Nation's Capitol.

Well, you can imagine what kind of consternation this caused down at the old Association Headquarters. Here for the first time, a foreigner from the outside came into a position of authority. This entire deal caused a furor and a flap that could be heard all the way to Mount Vernon.

Well, Number Three, said, "By gum, this is mighty unfair." So, he decided to take the "Outsider" head-on. At every opportunity, he would take a good healthy swipe at him, both publicly and privately. He felt his good buddy, Number Two, should have gotten the plum!

Well, Number Two was playing it pretty cagey about this time. He let his feelings be known very sparingly. He would drop a hint here and there, but he never developed a straight-head frontal attack on the "Outsider." It may be possible that he did encourage and support Number Three to "go get him," but this was never done viciously, you understand.

The poor "Outsider" had a pretty tough time of it, of that there is no question. But he was a rough-tough hombre, who never had backed from a fight. However, we understand, no one rushed to the side of Number Three in his personal battle against Number One. And, as in most stories poor Number Three was pushed,

shoved, or what have you to better employment opportunities elsewhere.

Number Two, on the other hand, never violated that Cardinal Rule, "Don't take on the Boss, even if you catch him sleeping with Lazy Lucy from the Steno pool," so he stayed on. Finally, after a great deal of concerted but untraceable effort, the Outsider either said the hell with it, or was also pushed, but he went to Bigger Things, and you'll never guess who moved into Number One's big, vacant chair!

The real losers in this little real life drama were the Association, which lost the services of a dedicated employee, Number Three, and, of course, Number Three himself, as he had to take a lower paying job.

These little dramas go on day in and day out. In many of the cases, it is the innocent guy who gets clipped on the chin.

Many "outsiders" play it real sharp. They know they are going to face a stubborn resistance by those individuals who have been there for a period of time, so they bring in their "own team." This may start with one assistant, then a secretary or two, then more and more, until the old gang is gradually pushed out. Our studies indicate this may be the most successful way to "go to it."

29. Kareer Killer—Bad References—You plan to enter graduate school, and you have submitted your application to Excel University. Unfortunately, you are informed that your application is unacceptable, because you are of questionable moral character. You start to dig, and you find that Miss Pretty Purdy, your sixth grade teacher, never forgave you for the time you caught her and the assistant principal in a clinch in the biology lab. At the time, you never said a word, but for some strange reason, you started receiving straight A's. You must admit, thinking back, that you did smirk a bit when Miss Purdy disciplined a fellow classmate be-

cause he cheated on an exam, but you never said boo to anyone. Actually, you had pretty much forgotten about it, until you had heard that Miss Purdy was unable to give you a good recommendation. When Excel called her on the telephone and asked about you, she said, "Well, I really don't want to say anything about him, but - - - -," and there went your chances for Excel U.

We admit that we are stretching the point, but we would like to point out that your past is an open book in this age of instant communication. A prospective employer will always check with your previous employers, and they will always check with your previous *immediate supervisors* (your direct boss), and, if you didn't make the scene with some of them, you may be in for serious trouble, particularly if your boss had a S.O.B. syndrome.

The June 1970 Playboy had an excellent article about this very problem. We suggest that every job seeker read this article. It can save you a great deal of time and grief.

As an example, there was an East Coast manufacturer who was known as a revolving door company for a period of time. Personnel were quitting or being fired every day of the week it seemed. It had a newly elected vice-president who took particular delight in harpooning former employees. One salesman announced he was resigning, but the company pleaded with him to stay on, which he did for a period of time. Finally, he had had it, and so he definitely quit. This man was well qualified and had an excellent sales record with all of the companies with which he had been. He found he was able to get a potential employer interested in hiring him, but shortly thereafter he would be told that, unfortunately, they could not hire him. One day, he met with several other ex-employees of the manufacturer for lunch. He

found they had also encountered a similar situation and had a difficult time lining up a new job. The salesman decided to find out exactly what the difficulty was, so he had a manufacturer friend call up his former employer. The friend was put through to the personnel department, and the friend asked, "What kind of a job did Salesman Joe do for you fellows?" The personnel department said that all calls about Salesman Joe were to be turned over to his former boss, the one who had the S.O.B. syndrome. The former boss said, "Yes, Salesman Joe did work here. We would not rehire him, and actually, we more or less fired him. He wasn't much account." Well, the salesman's friend said, "Mr. S.O.B. Syndrome, I wonder if you would mind sending me a letter about Joe and include the facts you mentioned, so we will have it for our records." Well, Mr. Syndrome said, "Absolutely not, that he was merely expressing an opinion over the telephone." We don't know how many lives this Vice-President affected, but he not only injured the men who were looking for jobs but injured their families as well.

The above story is an exception to the general rule, because most executives will not down a man, because, who knows, someday this same executive might be looking for a job himself.

The best way to avoid this situation—avoid bosses you won't get along with, bosses who have an S.O.B. Syndrome and companies who permit such a situation to go on. Investigate them as thoroughly as they investigate you. You have a great deal more to lose than they do.

30. Kareer Killer—Trying to Beat the Boss— You will be amazed at the number of people who go out of their way to try to take "the boss" head on. And, from this eternal conflict there are constantly rising casualty statistics. And, who emerges the winner? You

bet your last lovebead it is "The Boss" everytime. He has got to win, mind you, otherwise the whole bloody system is under attack, and the system includes Big Business, Little Business, monkey business, Ivy Covered Business, Political Business, Medical-Hospital Complex Business, Army Business (and how!) and we could go on and on.

Let's take a for instance Let's say your boss is incompetent, rarely sober, ill-tempered and rude. Basically, he is a human vegetable. O.K., so you step in to slay the dragon. You decide it is your God-given purpose in life to rid the world of this rotter. You begin by giving him a very hard time. You ridicule his work, his tie, his old fraternity, his favorite pro-football team —the whole bit. You soon let it be known all the stupid mistakes he makes, and he makes a lot of them. Worse, you try to get the "Big Bosses," who are over your "Boss," to see how stupid this guy is. And, do you ever try! You stick in an innuendo here, there, and everywhere, and what kind of reaction do the "Big Bosses" give? They are like the three wise monkeys—they "see no evil, speak no evil, hear no evil." They desperately close their eyes to these reports. Well, your "Boss" has just about had it up to his "liver-lillied" neck, but he is a little afraid because he knows some of the things you are saying are true. But as many bosses are, yours is a cautious man. So, he starts to put out some feelers to see how strong a position he has within the company. He makes some gentle inquiries to his boss during tea time, like "you know 'John the Eager' (that's you) certainly has a lot of pep and vinegar. He sure is one steamed-up young, fresh-out-of-school fellow. Now, if we could just harness all that energy to doing good and noble deeds for the company." Then, he waits for his Boss' reply. Your "Boss" has to play it pretty cool here, because it could be that his Boss, 'Jim V.P.' has

been a little taken in by all of these disquieting rumors. Well, Vice-President Jim chews on his cigar and blows out vast quantities of smoke. This is standard procedure for any Vice-President of a Company or a Bank that is worth his salt. They are able to hide behind that cloud of pollution for minutes on end. This enables him to let his subordinate, who is sitting across the desk from him, sit there with his mouth hanging open waiting for a jolt of electricity to shoot through his body, or a trap door to spring loose underneath him and send him to his ill-deserved fate. This also gives the subordinate or the loan seeker the idea that the man seated with his feet resting on the desk is really giving the question due consideration. He is laboriously and ponderously considering all the possibilities and alternatives. Finally, he speaks, and the poor man waiting for the answer almost falls prostrate on the floor. " 'Boss,' " Jim, the V.P. says, "you and I have been in this together for a long time. You have been a good and faithful servant, and you have always backed me up when the going got tough. (What I mean is you did not bandy my name around to the higher mucky mucks when I blew the Gidget Account that was worth at least 200 thousand a year.)" "Therefore," Jim continues, "I am going to leave the fate of John the Eager in your capable hands. He is your responsibility. Now, we all want to save the soul of Eager. He got all those highfalutin grades from Podunk University, and we all hold Podunk in the highest regard because our Illustrious Leader graduated from there. But, the good of the company comes before any of us. We must be company-oriented first and then look to our own needs. So, do what you can to save the selfish soul of the Eager, but do what you must for the 'Good of the Company.' " Amen.

What Jim, the V.P., is really saying is, "Get rid of the S.O.B., you stupid jerk. He is affecting not only you,

but me as well. If you are this bad, I should have fired you years ago, and I don't know why I didn't. I should have, the Good Lord knows, but the way you worship everything I do and kiss my ring each Thursday at our management meeting, what am I to do? Even worse, if young John the Eager is able to tie the can to your tail, who knows who is next. Maybe it could be even wonderful me! The Eager is desperately trying to destroy our entire organization. And, we can't have this, can we?"

Now, Jim, the V.P. is also saying, "Make it look good, 'Eager's Boss.' Make it look like you have young John the Eager's best interests at heart. Tell him he has a chance, if he mends his ways and shapes up. Tell him he must think less of his own personal ambitions and more about the good of the Company. Tell him you expect immediate cooperation, give him about two months, and then fire him."

Shortly thereafter, Eager is called into "Boss' " office for a carpet calling out. Now in the bygone days, a boss would really read you out. No longer is this true. Business is now much more humanitarian. It no longer puts the individual through this ordeal, this unnecessary savagery. Now it takes a gentle approach, which is quite similar to the bite of a Cobra. You know you are bitten, but not how seriously. Before, with the poleaxing techniques, you knew exactly where you stood. Now you wonder, "Does he mean this, or maybe it is that, or could it be?"

"Boss" chimes in, "John, please be seated. Not there, you stupid, I mean—Son, over there in that hardback chair, the one that faces the beautiful sun streaming in the window." "John," "Boss" says, "You and I are going to go over your Work Performance Appraisal, so we can determine exactly how you are doing on the job. Now, John, this little session is in no way, shape, or

form meant to be critical. We want to *help you.*" And, so the two begin moving through the series of questions on the appraisal sheet. John soon discovers that "Boss" thinks he is doing a lousy job. Poor John can't believe his ears. He has done particularly poorly in the following categories:

1. Enthusiastically helps and cooperates with others for the company's best interests.

2. Carefully follows company policy. Receptive to and supports new management programs.

3. Shows interest in making improvements in himself and in persuading others to make improvements, rather than complaining or being indifferent.

John is soon told "Eager, you have a terrible attitude. We feel you have great abilities, after all you did graduate from the same school as our 'Great Leader,' " and both look to the mug shot glaring at them from the wall, "but, Eager, you are just not utilizing these abilities. Now, we are not ones to just come out and condemn you. We want to help you, John, so we are giving you another chance. Please, John, try to be more cooperative."

Eager, by this time, is thoroughly confused. Here he has been doing the very best job he knows how to do. He has been working 90 hours a week, not taking a lunch, and he has tried in every way possible to improve the company's profit picture. One great way to do it would be to cut good old Bosso's 25 G's salary out, as he isn't worth 5 G's. Everybody knows this. Eager feels, "why me?"

The best thing Eager could do immediately is to start looking for happier hunting grounds, because sooner or later, and probably sooner, they are going to hang him from the highest tree.

Every year thousands of individuals are defeated by the "System." Much of it, we feel, is due to ignorance.

These individuals do not realize it exists, but it does, and one must live with it. It exists in business, and every other place we can think of. Maybe, it is not on the moon, but wait a couple of years.

31. The Indispensable Boss—This breed of Bossism undoubtedly believes in immortality. Unfortunately for them, this same belief is not shared by the Good Lord, so all must pass the way of all mere mortals. The Indispensable Boss can be looked at in two entirely different ways. He can see himself as a very important cog in the organization. He sees himself as a doer, an earthmover, a get-things-done type. Others, and possibly those who work for him, see him as an arrogant, conceited and holder-upper of progress.

This type of boss can be a very easy or very difficult person to work with. It all depends upon the temperament of the individual. For the ambitious, hardworking individual, such a boss is a fate worse than death. The Indispensable Boss believes he must do everything and he permits those who work for him to do next to nothing.

It reminds us of the story of the young banker who worked for a vice-president—"Mr. Do-it-all." This man wanted to do absolutely everything himself, and he approached his job with a sincerity and devotion above the call of duty. He put in long hours and he worked at a furious pace. Whether he utilized his time effectively is another question.

"Mr. Do-it-all" did not cotton to new ideas, particularly if they were not his. The young banker felt he could give his bank a competitive edge and attract new corporate depositors, if it were to offer just a little bit more than its competitors did. He felt small businesses needed tax advice and would appreciate consulting advice as well. He talked his idea over with the bank's tax man and several other fellow employees, and they felt

it had a great deal of merit. The tax man's busy seasons were between December and April, and after that he did have some free time. In addition, after the bell rings down in the counting house at 3:00 P.M., some bankers are known to have a little free time to bat the ball around a little, so several loan executives said they would like the opportunity, as more depositors could mean more salaries in their pockets, and that sort of stuff.

The young banker decided to go out and bounce his brilliant idea off the wise heads of a few of the local executives and see what they thought about it. One of the first executives he talked with was the president of a newly formed electronics company, and he was highly enthusiastic. He asked the young banker to line up some of the executives of his bank and get together for lunch. Well, the young banker told "Mr. Do-it-all" about it, and he received a less than favorable response to put it mildly. "Who ever heard of such utter nonsense?" or something to that effect.

Well, the young banker went ahead and had lunch with the Corporation Executive, the bank's tax man and another officer and everybody seemed interested in pursuing the matter.

Meanwhile, back at the bank's firing range, "Mr. Do-it-all" was working himself into a swivet, and, when the young banker returned, he was fired right on the spot and was told to get his desk cleaned up that afternoon and—go.

As in all stories, there is a moral, and, in this heart-rendering episode, there are several. There are several losers in the story. The young banker was the biggest loser, as he was out of a job for a few months. Probably the bank and its stockholders also lost, as the electronics corporation grew into a sizeable corporation, and the bank did not benefit from this growth. It would also be

difficult to determine how many other similar opportunities the bank lost, but there probably were some. However, the biggest moral to the story is a prospective job seeker should always remember that he may feel he is entirely in the right about a particular subject, and he may end up being proven to be righter than rain. However, he may still lose out. The younger banker did not realize his thinking was ten years, and possibly more, ahead of this particular bank, on this particular subject, at this particular time. His ideas made a great deal of sense, and many progressive banks have started to use them in the past several years, but they did not benefit him. His timing was terrible—to put it bluntly.

There is one other way to look at working for the "Indispensable Boss.' It can provide a great opportunity to goof off. The attitude can be "since the Boss wants to do everything himself, let him go to it." All the Subordinate must force himself to do is sit back and listen to the world-shaking accomplishments that his Boss has just performed, and how his child is a boy genius and that sort of guff! However, the Subordinate will learn relatively little, as most Indispensable Bosses are highly suspicious and highly secretive. Possibly, they fear their Subordinates will know more than they do. The Indispensable Boss will try to grab all the glory, and he will naturally claim credit for anything and everything that is done (unless a deal goes sour, then they have been known to cast around for scapegoats).

You should avoid Indispensable Bosses like the Bubonic Plague, as they can be the graveyard for any ambitious young executive. How do you spot this breed? Just sit there for ten minutes and listen to them talk, you'll know!

32. The Scared Boss—When you are dealing with a frightened individual, you are dealing with a real problem; so, if you are working for such a person, you

had best watch your step. The one thing the Scared Boss does not want are problems brought to his attention. There are a number of ways to deal with such a situation. One way is to solve all the problems that arise without letting your boss know about them. Ignorance is bliss, as far as he is concerned. But, if your solution to the problem backfires, you had better take to the bridge, because your boss is not going to stand behind you. He will tell one and all that he knew absolutely nothing about the problem or the decision, and his hands are "clean." It is your fault, Mister.

Another possible way to get around problems is to ignore them—pretend they do not exist. Maybe, they will go away, and again maybe they won't. If they don't, and all of a sudden you face a major crisis, who gets the blame? You do, because the Scared Boss will say you did not bring it to his attention.

The Scared Boss is a problem avoider, and he, himself, will do anything to prevent his superiors from knowing there is a problem. The people that work for a "problem avoider" can never, never send a report to higher management without the "avoider" reading it and possibly editing it. The "avoider's" pet theory is "don't rock the boat." This type of executive is scared to death, and everyone connected with him becomes scared to death. Ulcers develop on all sides.

How do you avoid troublesome bosses? It would be great if you could give them your own psychological test. For example, how do you avoid the "avoider." In your interview, try to draw him out into making some decisions during the meeting. This is tough to do, but will provide great insight. Also, try to talk to other people within the company. Find out what they think about your boss. Do they speak with respect or is it something else? Naturally, if you can talk to former employees of the company, you can hit pay dirt, and you never know

who can provide information. As an example, in 1967 we talked with the men who repaired railroad cars about our small investment in Penn Central. They said, in their opinion, it stunk, because the railroad was letting the equipment go to wrack and ruin because it wanted to show big profits, so we sold at $70 per share. It now sells at $6 per share. Secretaries can be a mother lode of information, and, if you are unmarried, so much the better. Check with the Temporary Help gals, such as "People Power." And talk, if you can, to the employees of the department. If they are all scared to death and will not even comment on the weather, then, you know you have a potential problem. The word is check and double-check on your boss. He can make you or break you.

Part Seven:

Career Insurers

33. Becoming an Expert—One of the quickest and surest routes to success is to become an expert. In order to be an expert, you do not have to be the absolute best in everything, but *others should think* you are the best, or at least one of the best.

How do you become an expert? As an example, suppose you are planning on entering the banking field. This is an old and noble profession, and, if one plays his cards correctly, it can be a very lucrative way to spend your days on Earth. What is the best way to get into the banking field? You have all read those inspiring stories about the young man who started out in the teller's cage, worked his way up to head cashier, then V.P. and up, up and away. This is one possible route, and, if one truly believes in reincarnation, then you might be able to benefit from the banking experience you gathered in your first life and carry it on into the second and be able to make some money. However, for those who either don't believe in reincarnation, or feel it might be a very slow process, there must be a better way, and there is. The quickest, shortest route to a good, respectable position in banking is to spend a few years of good, clean living in Fun City, Windy City, or Foggy City. You should work for Chase Manhattan, Bank of America, Manufacturer's Hanover or others of like ilk where you will gain a number of benefits.

As a starter, these big banks have excellent training programs, and living in the polluted, foul air of the city can be fun for short periods of life, particularly when

you are young and carefree. These large banks also offer additional incentives. The young man or young lady is able to meet a number of "influentials." The group in his training program are probably pretty influential themselves. Many wealthy families like very much to send their loved ones for a couple of years to New York. They feel the youngsters have much to learn and New York is the place to do it. There they can learn all the principles of banking, and, if they screw up, who is to know.

On the other hand, if they were to go immediately into the family business and foul up there, well, it wouldn't take long for everybody in the company to hear about it, and it might become quite embarrassing. So, you have a regular tribe of wealthies plugging along in these banks. You might have a Brown from Texas, or a Rockefeller, and then you have another very influential group—the foreign V.I.P.'s. The other nations of the world delight in sending their sons and daughters to New York. Some of these foreign guests are far wealthier than you can ever imagine. You may have a young man whose father has a teakwood plantation in Burma, a gambling casino in the Bahamas and a string of bawdy houses in the Netherlands.

In our opinion, these relationships you can develop in New York or San Francisco are well worth the two years alone. After you have made your first million or so, you may decide to up and leave all the trials and tribulations of life in the States, and you decide on a world cruise. With your friends scattered around the world, you can visit first class. You may decide to drop in on your good buddy, Raul, at his family's pad in Acapulco, or visit Chun King in Hong Kong, or go tiger hunting with the Prince in Siam.

These foreign friends, besides offering a very hospitable reception in their homeland, can also open up all

sorts of investment and money-making opportunities. There is, without doubt, an American manufacturer, who is literally dying by degrees to ship his products into Zambia. This is a wild, new-old land with all sorts of possibilities. However, the poor man does not have the contacts, but *you do*. Your drinking buddy from New York banking days, Mulu Bulu, is very grateful to you for the fine times you had together. He said, "Anytime I can ever return the favor, beat the drums." And this is the sort of statement that any young, eager, aggressive individual does not take lightly. You have these contacts around the world and you decide to *use them*. Yes, use them is the only descriptive word we can think of. In the foreign nations of the world, contacts are of primary importance. This is a sad fact, but true. We have our own hangups about "it's not what you know, but who you know that really counts." However, many of the older nations of the world put more emphasis on this malarky than we do. After all, they have had more time to get themselves entrenched and systematized than we have had, and they don't want just anybody mucking around, so they really shine in this business of, "it's who you know that is important."

Therefore, you decide what products those nations where your banking friends live can use, and then you decide who can make them in the States. You act as a middleman. You discover a manufacturer who is interested in selling deep-well pumps to Zambia, you then jet over to Zambia, visit Mulu Bulu, shoot up a few animals, jet back to New York, collect your commission check, head for Bermuda and - - - - .

Or, you may decide that your little area of the country needs teakwood furniture, so you set up an import distributing business, fly over to your good buddy in Burma, shoot up a few more animals, jet back to New York and then work like hell to sell the stuff.

Of course, we don't want to appear crass, but, with all these influentials, you just might meet someone, and you have heard that old saw—"You can marry more money in five minutes than you can make in a lifetime."

We think we have bludgeoned this subject enough, and if you don't get the picture by this time, you had better stay in Eminence, Missouri, and tend the ledgers and work your way up.

Now, it is important when you are an expert that you do not let others know too much about you. This holds particularly true if you are dumb. No one will ever know if you are able to keep your own counsel. It is absolutely imperative that you maintain an aura of mystery about yourself. Oh, it is O.K. to drop a few hints here and there about the important things you did in New York. You might throw in a comment like, "I remember the time I was working on that loan proposal with Hal Ganeen (the present chairman of I.T.T.) when he was with Northeast Airlines, he was Treasurer there, you know, and I told Hal that - - - - -." The thing you don't mention is the only time you spoke to Mr. Ganeen was the day you were tending one of the Vice-President's desk when he was out to lunch, and you did speak to him very briefly when you answered the phone, and it went like this, "Where the hell is Roger?"

Unfortunately, in true life, we were unable to put this little charade over too well, but we have seen experts do it, and it can be successful, if done properly.

There are many other experts. The management consultants had their innings in the 1950's and along came the "total communications consultants" in the 1960's. Companies were expanding and acquiring other companies so rapidly that it was really very difficult to keep up. U.S. Rubber was in so many different activities other than selling tires, and they came up with the name Uniroyal. And R.C.A. decided the doggy staring into the

gramophone was a little outdated, so they came up with a fancy new R.C.A. symbol, and this went on in company after company. And, who made a great deal of money coming up with all these wonderful new designs? The total communications consultants—they were the experts, and there is no better way to make a great deal of money!

In conclusion, we suggest that each of you become an expert. An expert is always somebody from someplace else. All good experts only stay on as long as they are considered to be truly an expert. When things get tough, they move on. Never, never lose the "Aura of Mystery."

34. Specialist vs. the Generalist—No, this is not a fifteen round bout for the heavyweight championship of the world, but it is a subject which you should pay close attention to, as it might very well have a large bearing on your success or failure. There are all sorts of pros and cons on this subject—should you specialize in one area, or should you be a general all-around know-it-all in a number of different areas?

In our opinion, the case for both sides is far overdone. When we graduated back in the 1950's, it was strongly advised to get into a company training program, otherwise you would not make the scene. We feel training programs were a little overdone, and there were rumors, which were confirmed, that companies tended to use the training programs as a battleground. As an example, one large electrical equipment manufacturer would place its trainees in a program where they were rotated to a number of different manufacturing plants. These trainees had to catch the eye of one of the plant managers, and he had to say, "I want that young man." Otherwise, at the end of the year, if a trainee was unable to latch on to a job, he was fired. We have found one of the best methods of advancing in a com-

pany is to do a job well and become recognized because you have done so. You are now an expert in this area, and because you have done a good job, you will be given the opportunity to do bigger jobs.

However, it is at this point that big problems arise. Have you now gone as far as you can go, or will you be able to advance further? Suppose you are a patent lawyer, and you have done an outstanding job obtaining patents. You are an expert on patents, and your success is noticeable to one and all. You have bigger ideas than merely being a patent lawyer, and in meetings with other executives, you try to find out what their problems are. You try to understand their situation. You analyze their problems and offer advice when it is asked for, or when you can insert it without drawing the wrath of the head of the other department.

How do you provide this advice without incurring ill will? In all probability, your associates respect your ability, because you have proven you are capable in the patent field. They respect your advice, and they soon realize that you are also knowledgeable in other areas as well, and presto, you are chosen to become a Vice-President in charge of several departments.

We would, at this juncture, like to emphasize one of the "severest career killers" of all is not to do your own job well. We have known "bummers" who fall on the rocks because they are always ready, willing and able to tell others how to do their job better, when they have not done as well as they can on their own. This is a short-cut to oblivion.

In summation, we believe training programs can be useful, as you are moved from one area to another, but you are much better off by starting right off on a job. You are no longer able to enjoy those fun-filled days of bachelorhood and training programs. You must now make your mark and make it in a hurry.

Part Eight:

Miscellaneous

35. Why Select a Business Career in the First Place?—We have all heard a great deal in recent years about American youths preferring to stay out of the business field for any number of reasons. We would like to propose several reasons why you should consider entering business.

First, you will have to work somewhere, as few of us are able to get a free ride through life, and, since business pay is above most other areas, why not share the rewards. Second, many of the fields that have been chosen as an occupation are quite full and need few new faces. Third, and possibly most important, if you really want to get things done, you should become a business leader. Business leaders are just that—leaders. They exert power and influence, and this can be directed toward constructive purposes. If a business leader feels there is a great wrong, he has the power to help right it. So, to become truly effective in your short span of life, become a business leader. You can get a lot done. Business needs leaders with social consciences.

36. Ways to Move Ahead—We have found that most successful men and women possess the following personal qualifications. They are good organizers, planners, communicators, workers and have the talent and ability to get along with others.

There are certain other factors that can be helpful. Many of these individuals become active in their own associations and, consequently, they become well known, and, when they are well-known, they are offered a number of job opportunities. As an example, a

market researcher can work for a limited number of companies in Ithaca, New York. If he is working for one company, his chances are slim of finding another equally good job in Ithaca. On the other hand, if he is active and well known in his own association, the American Marketing Association, he becomes known on a national basis, and he greatly improves his chances of obtaining a number of employment opportunities.

There are numerous other ways to move ahead that may be distasteful to some, but we feel should be mentioned. Some of us like to wield power over others. Some of us like to bully our subordinates. Some of us can become downright sadistic. Bosses who have any and/or all of these characteristics can be a real menace to their poor, unfortunate subordinates. The subordinates live in continual fear and trepidation. These poor subordinates are frequently laughed at and often ridiculed by others within the company. Actually, some of these subordinates (let's call them whipping boys) laugh all the way to the bank. They are frequently well paid and actually don't give a damn when their boss rants and raves, as it goes in one ear and out the other.

It reminds us of the story of the Market Research Director who lived in continual fear of his boss, at least on the surface. He was taking one pill after another, and he seemed on the verge of instant and total collapse. Eventually, the M R Director "retired" to another company that offered him a better salary. This M R man realized his boss likes to bully and he put up with it.

The boss had only recently come into the company as a top executive. Since he was an outsider and since his personality clashed with a number of men and women who had been with the company for a number of years, he decided to bring in a few subordinates who would be loyal to him. One of the first men he selected was an M R Director. This man, in the view of the M R

employees, was utterly incompetent. Many of the other executives of this company despised this man and laughed at him. He must have thought it was a pretty good joke himself, as he was pulling in $20,000 a year or so and made a bundle on stock options. This man was then able to use the fact that he was the M R Director to swing a better job with a larger company at an even greater salary.

There is another interesting aspect to this story. The Vice-President personally selected the M R Director. After several years, in fact it was about five, he realized the man could not hack it. The reason—no new products were developed, and the entire M R staff had resigned. This put the Vice-President in a real bind. If he admitted the man did not have it, it would reflect upon himself, as he had chosen the wrong man, and, even worse, he had continued to stand by him. Therefore, he had to assist the M R Director get another job, which he did. He could then tell his superiors that they had lost a good man to another company. The other company assumed he was good, as he was, after all, an M R Director and listed in Dun and Bradstreet's Million Dollar Directory.

The moral to this story is—what appears to be particularly bad for one individual may prove to be especially good for another, and vice versa. You must establish what your ideals, standards and goals are. You must decide what you will put up with and what you won't. Once you have a game plan, stick to it.

There are many other cases where men have advanced into a position of responsibility because they *had* something on someone else. We heard of a Vice-President who reached his present position because he discovered, during his early accounting days with the company, that the President of the company was cheating like crazy on his income taxes. He tactfully passed

this information on to the President, and was quickly promoted to Vice-President.

We also learned of a Research Director who maintains an excellent position, primarily because he is privy to certain information that is critical to a law suit. This individual was supposed to have worked for a corporation that went through bankruptcy, in spite of the fact that it had a very successful product. The Research Director left that company and hooked up with another, and he was able to pass on to his new company a great deal of data about the bankrupt company's successful product. Then a miracle happened, and the bankrupt company had new money pumped into it, and it came to life. At this juncture, it decided the best way to make a lot of money was to sue the company which had literally stolen its successful product by hiring one of its employees. So, who do you think is sitting in the driver's seat—the ex-employee has a lifetime guarantee of an excellent salary, wine, women and song.

Another method of advancing rapidly is to get in tune with the thinking of the boss. We have mentioned this over and over, but we can't help emphasizing its importance. Let's take a look at a couple of examples.

Reading horoscopes is the in thing to do. Millions are being made by horoscope writers. Remember this—your boss could be an avid horoscope reader, and, if he is, you can tune him in like a violin.

One young executive works in the accounting department of a large car rental agency. He noticed his boss had peaks of exhilaration and depths of despair. He tried to find out a reason, and, lo and behold, he found out the guy was born in May and was a Gemini—so, he started to follow Gemini. Sure enough, when it suggested the boss keep his big mouth shut because he was a Gemini, that very day "Bosso" let one salvo after another reign down on the troops.

So our young executive followed Gemini, and, when he saw war clouds, he avoided "Bosso" like a plague. When it said "Bosso" should be friendly to associates, young exec went in and asked for a raise.

What is the moral to this story? It's relatively simple. You have to find out what makes "Bosso" tick. When you do, don't cross him when he is in despair. In simple words, use your smarts. "Bosso" is a human being. He has short-comings and he has strong points. Learn to differentiate.

Index

Accounting, General 53
Accounting Services 112
Acquisition Analyst 49
Advertisers 25
Advertising Agcy. 107-109
Advertising Dept. 24
Advertising Mgr. 24-29, 107
Air Transport 99
Aircraft Mfg. 96
Allied Products Mfg. 90
Analysts, Operations Research 67
Analysts, Senior 67
Appliance Mfg. 95
Applications Engineer 74
Architect 88
Associate Engineers 74
Associations 86
Athletic Goods Mfg. 98
Audio-Visual Mfg. 96
Auditing 49, 50
Auditor 49
Automatic Merchandising Manufacturing 95
Automotive Mfg. 96
Banking 103
Brand Manager 26, 38, 39
Brokerage Offices 104
Budgets 50
Buyer 59, 101
Chemical Engineer 78
Communications 99
Community Relations .. 16
Company Investigation 54
Comptroller 48
Computer 85, 95
Computer Liaison 69
Computer Mfg. 95
Computer Operator 70
Construction 87, 89
Construction Engineer .. 88
Construction Mfg. 102
Controller 48, 49
Controls Mfg. 97
Corp. Communications, V.P. 27
Cosmetics Mfg. 93
Cost Accountants 50, 51
Cost Engineer 78
C.P.A. 46, 47, 112
Credit Analyst 51
Credit Manager 103
Customer Service 34-36
Customer Service Engineer 76
Data Processing 69

Dental Equipment Mfg. 97
Department Stores 101
Design Engineer 74
Designers 88
Detergent Mfg. 92
Development Engineer 75
Direct Mail 108, 109
Direct Mail Advertising 108
Director of Procurement 58
Display Manager 102
Distribution Engineering 75
Draftsmen 88
"Dun & Bradstreet" 103
Economists 81
Editor, Manuals 68
Education Services 112
Electric Utilities 100
Electrical Engineering 78
Electrical Mfg. 94
Employee Relations 17
Employer Investigation 54
Employment Agency 109
"Encyclopedia of Associations" 86
Engineering 73-77
Engineering Support 73
Exit Interview 64
Export Sales 36
Facilities Engineer 79
Fashion Promotion Mgr. 102
Finance Department 45
Financial V.P. 45
Food Products Mfg. 89
Forms Design and Control 67
Forward Planning Mgr. 89
Freight Forwarding 99
Furniture & Fixtures Mfg. 90
Health Services 111
Highway Construction 88
Hotels 106
Housing 87
Import Sales 36
Industrial Engineer 59
Industries 87-114
Insurance 105
Internal Audit 101
Inventory Audit 101
Inventory Manager 60
Job Interviewing 21-24, 42-45
Job Testing 13, 22
Labor Negotiations 17
Labor Relations 17
Labor Relations Mgr. 102
Lawyer's Assistant 85
Legal Services 112
Library 68
Loan Officer 104
Long Range Planning 82

Machinery Mfg. 95
Mail Order 103
Maintenance Manager 102
Management Info. System 68
Manager of Reliability 76
Manuals 68
Manufacturing 89-98
Marine Biologist 100
Market Research 39-42
Materials Control Administration 57
Mechanical Engineer 77
Medical Assistants 84, 111
Medical Equipment Mfg. 97
Merchandise Manager 102
Merchandise Vending 103
Metal Manufacturing 94
Motels 106
Motor Freight 98
Musical Instruments Mfg. 98
New on Job 62
"New York Times" 86
Operations Manager 69
Operations Research Analyst 67
Optical Manufacturing 97
Packaging Engineer 76
Paper Products Mfg. 90
Paperboard Mfg. 91
Para-Medic 84
Perfume Mfg. 93
Personnel Adm. 20
Personnel Dept. 12, 21
Pharmaceutical Mfg. 92
Photographic Mfg. 97
Planning Acquisitions 81
Planning Department 81
Plastic Manufacturing 93
"Playboy" 134
Pricing Coordinator 52
Pricing Manager 52
Printing Manufacturing 91
Procedures Department 67
Product Engineer 75
Product Manager 38, 39
Production Control 59
Production Engineering 77
Production Planning 59
Production Scheduling 59
Programmers 70
Project Engineer 75
Project Managers 67
Protection Agencies 111
Public Relations 29-32
Public Relations Dept. 29
Publishing Mfg. 91
Purchasing 58
Quality Control 59
Real Estate Dept. 82

Records Management 68
Recruiting 16
Recruiting Function 16
Repair Services 111
Research and Development 79
Retail 101
Rubber Mfg. 93
Safety 17
Sales Clerks 103
Sales Department 35-39
Sanitary Engineer 79
School Supply Mfg. 100
Security 17-20, 111
Senior Analyst 67
Services 107
Soap Manufacturing 92
Sporting Goods Mfg. 100
"Standard Rate and Data Services Directory" 86
Steel Manufacturing 94
Stock Brokers 104
Storage Battery Mfg. 96
Systems Analysis 67
Systems Analysts 70
Systems Consultant 67
Systems Department 67
Systems Design 67
Systems Engineering 77
Tax Accountant 53
Technical Assistance 84
Technical Assistant 74
Technician 74
Telephone Communication 99
Temporary Help 110
Textile Mill Products Manufacturing 89
Tobacco Products Mfg. 89
Toilet Preparations Mfg. 93
Toy Manufacturing 98
Traffic Manager 61
Trailer Coach Mfg. 97
Training Function 16
Transportation 98
Transportation Equipment Mfg. 96
Treasurer 45-47
Trucking 98, 99
Trust Officer 104
TV Broadcasting 99
TV Director 108
TV Manufacturing 96
Vending Machine Mfg. 95
Venture Groups 79
"Wall Street Journal" 86
"Wall Street Transcript" 115
Warehouse Manager 60
Wholesale 100

"Careerism"

Removes the mystery and confusion in selecting a Career.

Careerism will assist the high school and college student and the recent graduate—find, analyze, select, enjoy and hold a rewarding and successful career with these exclusive new features.

Who: "Nitty Gritty" evaluation of occupations and industries, institutions, agencies and bosses.

What: What you can expect when looking and interviewing for a job and on the job.

Why: Why some individuals enjoy a successful career, and why others of equal ability do not.

When: As up-to-date as 1980 and the most recent fem-lib movement.

Where: Pinpoints the best and poorest opportunities and the Kareer Killers.

Careerism: Alert, knowledgeable, well-informed career seekers.

Careerism: Based on real life experiences.

Careerism: Written by experienced businessmen.